Downtown Redmond Parking Study

Findings and Recommendations of:

Parking Stakeholders' Advisory Committee

CityofRedmond
WASHINGTON

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Acknowledgements

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Introduction

INTRODUCTION

This report has been produced to fulfill requirements of the work scope for the *Downtown Redmond Parking Study.* The study process and its ensuing recommendations were initiated by the City of Redmond, WA in association with a Parking Stakeholders' Advisory Committee (SAC) comprised of representatives of retail and commercial businesses, the development community, citizens and City staff. The purpose of the study has been to evaluate existing downtown parking policies, standards and actual usage as well as to develop a comprehensive parking management plan that responds to the unique access environment, goals and objectives of Downtown Redmond. The parking management plan and the process to develop it are compiled and summarized in this report.

The consulting firm of Rick Williams Consulting (RWC) assisted the City and the SAC in conducting the study and compiling findings and recommendations.

A. THE ROLE OF PARKING IN DOWNTOWN

The role of parking in downtown cannot be seen as a stand-alone solution in and of itself. The key to a successful downtown is truly the land uses that comprise it. A vital downtown is an area that has a clear sense of place and identity, comprised of an exciting and attractive mix of uses and amenities. In a nutshell, "people do not come downtown to park." People come downtown to experience an environment that is unique, active and diverse. As such, the true role of parking is to assure that the desired vision for downtown is fully supported.

Parking is just one tool in a downtown's economic development toolbox. Parking must be managed to assure that priority land uses are supported with an effective and efficient system of access that caters to the needs of priority users. In the case of Redmond, the priority user for the public system of parking has been identified as the patron of downtown, the person who shops, visits or recreates. As the Parking Stakeholders' Advisory Committee (SAC) concluded, the objective of parking management in downtown should be to implement a plan that:

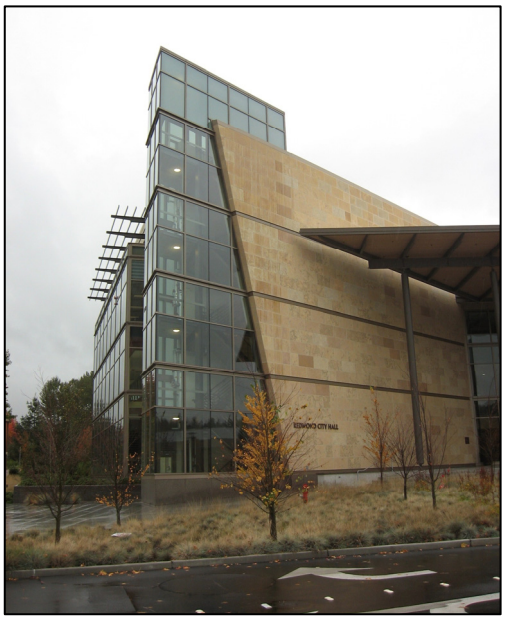
> *"…is innovative and flexible to meet the changing demands of an evolving downtown. The plan needs to provide for an affordable, safe and secure parking system. The parking program should contribute to the overall viability of Redmond and its goals and vision and recognize the role of the public sector in providing parking for patrons of the downtown. The plan should also assure opportunities for creating partnerships with the private sector to improve access and coordination with alternative modes of transportation. At root, a successful parking system is convenient and user friendly."*

B. STUDY PURPOSE

The purpose of this study is to develop a workable parking and transportation management plan for the Downtown. The plan has been developed to be specific enough to address known

parking and access constraints with immediate to near-term improvements. This will assure on-going improvements in access opportunities for patrons, employees and residents of the downtown. The plan is also flexible enough to provide the City with mid and long-term solutions (and decision-making guidelines and triggers) to assure that parking management strategies and programs are implemented in a manner that best serves the unique and changing nature of the downtown business environment.

Key elements of the study work scope called for development of a parking management plan that is:



- Correlated to a clear vision for downtown's economic development (see **Section I: Consensus Themes**);
- Grounded in a set of principles that provide a lasting framework for decision-making (see **Section II: Guiding Themes and Principles**;
- Based on an accurate and objective understanding of the dynamics of downtown access (see **Section III: Parking Inventory and Utilization/Demand Analysis** for results of the comprehensive data survey of the downtown);
- Supported by clear and consistent codes and regulations (see **Section IV: Review of Current Parking Regulations and Guidelines**).
- Comprised of both near-term and on-going strategies for parking and transportation management that allows for flexibility and effective responses to the evolving access needs of the downtown (see **Section V: Parking Management Strategies for Implementation);** and
- Sensitive to the challenges of funding, new parking development and plan implementation (see **Section VI: Funding Options**).

This report documents the process and results of an extensive study effort carried out in partnership with the City of Redmond and an active Parking Stakeholders' Advisory Committee (SAC) representing downtown stakeholders. The plan contained within this report will provide the City with the information necessary to adopt and implement a comprehensive strategic access management plan. This will equip the City with a useful and strategically coordinated "tool box" of strategies that will assure priority users are accommodated and priority land uses are fully supported.

C. PUBLIC INVOLVEMENT

The consultant team participated with the City in a comprehensive education and involvement process that engaged key stakeholders, City staff and leadership, the Office of the Mayor, the Greater Redmond TMA and the general public. The primary objective was to identify key issues regarding parking, transportation and access in the downtown and their impact on the continuing economic vitality of the downtown. From this dialogue, functional alternatives and

strategies were developed to improve identified deficiencies or shortcomings and initiate a framework plan for the on-going management of, and planning for, access in the downtown.

The work leading up to completion of this study was conducted in concert with a Parking Stakeholders' Advisory Committee (SAC). The SAC was established to provide oversight, guidance and review of the study process. Key stakeholders included local business owners, downtown property owners and developers, staff and residents. These individuals provided significant assistance in the identification, description, and prioritization of issues to be addressed. They were further instrumental in the development of strategies and plans necessary for implementation of the parking management plan that is a component of this document. The SAC met nine times since initiation of the study in February 2007.

Overall, the high level of informed input and participation of stakeholders, City staff and City leadership reflects a deep-seated dedication and commitment to a vital and livable Downtown Redmond.

D. SUMMARY

Redmond has done a good job in managing its parking assets to this point in time. What is lacking is a clear, flexible and consensus based blueprint for using parking management to support and facilitate the longer-term strategic vision. This plan provides that blueprint. It will serve as a guide to maximizing the City's existing parking resources and as a means to assure cost effective solutions for access, which includes new parking supply and transportation demand management programs and strategies.

Section I: Consensus Themes

SECTION I - Consensus Themes

A. THE ROLE OF PARKING IN DOWNTOWN REDMOND

The role of parking in any business district cannot be seen as a stand-alone solution in and of itself. The key to a successful business environment is truly the land uses that comprise it. A vital business district is an area that has a clear sense of place and identity, comprised of an exciting and attractive mix of uses and amenities. In a nutshell, "people do not come to downtown Redmond to park." People come to an area to experience an environment that is unique, active and diverse. As such, the true role of parking is to assure that the desired vision for Redmond's downtown is fully supported.

Parking is just one tool in any City's economic development toolbox. Parking must be managed to assure that priority land uses are supported with an effective and efficient system of access that caters to the needs of priority users. It is in this manner that parking can positively contribute to the character and attractiveness of the downtown community.

B. STUDY GOALS

The purpose of this study is to develop a workable parking management plan for the downtown districts of Redmond, Washington. First, the plan will need to be specific enough to address known parking and access constraints with immediate to near-term improvements. This will assure on going improvements in access opportunities for patrons, employees and residents of the downtown. The plan will also need to be flexible enough to provide the City and area stakeholders with mid and long-term solutions (and decision-making guidelines and triggers) to assure that parking management strategies and programs are implemented in a manner that best serves the unique and changing nature of this business district.

C. STAKEHOLDER INVOLVEMENT

The Downtown Redmond parking study is premised in the belief that a full understanding of the role that parking plays in the growth of the area must be informed by active involvement of key stakeholders in the district. Understanding stakeholder concerns and ideas for downtown is critically important because they are the users of the parking system on a daily basis. In addition, their investment and ownership in downtown Redmond will be supported as the recommendations of the parking study and management strategy are put in place. Any parking or access changes made to the area will have a direct impact on those who own, work, shop, or live in the downtown. The City is committed to a plan that has endeavored to be sensitive to, and cognizant of, this relationship.

To this end, a downtown Parking Stakeholder Advisory Committee (SAC) has been established to provide oversight, guidance and review of the study process. The Committee is also charged

with identifying key issues regarding parking, transportation and access in downtown and the impact of parking on the continuing economic vitality of the area.

Key stakeholders include local business owners, City staff, residents and property owners. These individuals will provide significant assistance in the identification, description, and prioritization of issues to be addressed. They will be instrumental in the development of strategies and plans necessary for implementation of the parking management plan that is an outgrowth of this study. Members of the committee (and their affiliation) are listed below:

- Linda Ballew (Director) Redmond TMA
- Rick Beason (Property Owner) Town Center
- Gordon Eatherton (Resident/Residential Manager) Lionsgate
- Rick Driftmier (Architect) Driftmeir Architects
- Bob Ferguson (Retailer) Ben Franklin
- Roman Frillarte (Downtown Resident)
- Terry Lavendar (Manager) Redmond Medical Offices
- Stephen Maffett (Businessperson) Columbia Bank
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- Marty Morris (Business Owner) Lionsgate
- Dick Monroe (Business Owner) Taste The Moment
- Michael Nelson (Property Owner) Nelson Properties
- John Plovie (Businessperson) Attorney
- Heather Schidler (Businessperson) Venture Bank
- Lis Soldano (Developer) Intracorp
- Charley Wittenberg (Redmond Resident)
- Gary Lee, City of Redmond
- Rick Williams, Parking Consultant

Over the course of the next several months, dialogue with the City Council and the SAC will result in the development of a plan for council review and a strategy and schedule for implementation of key elements of this report.

D. CHALLENGES AND OPPORTUNITIES

To develop a parking and access plan for the area, it is first necessary to understand the dynamics of land use, access and growth that are unique to Redmond. Community perceptions and realities regarding constraints that limit existing businesses from expanding and those that limits the downtown's ability to attract new business and residential growth to the area need to be fully considered. Similarly, opportunities and successful programs/strategies that currently contribute to area's health need to be understood in order to ensure they are supported and enhanced by any new parking and access strategies developed.

To this end, an initial work session with the SAC was held to begin to establish a consensus view of these challenges and opportunities.

1. Desired Outcomes

Committee members were asked to take a moment and state what they would like to see as an outcome of this process. For example, if a new parking management program were developed, what beneficial outcomes would be derived? A bulleted list of those desired outcomes are provided below.

- Less complaints about parking
- Sufficient parking for all users needing parking
- Clear definition of the parking program (i.e., rules, locations, etc.)
- The plan should be educational in a manner that informs users (visitors, employees and residents) where to park.
- The plan should enhance retail attractiveness and help grow retail sales
- A plan that adapts to change
- A plan that supports and recognizes the small town feel that is Redmond
- Employees cannot just park at front door
- A plan that establishes a successful relationship between parking and alternative modes (particularly transit)
- Realistic parking development ratio (based on actual demand)
- Shared parking facilities should be enhanced and promoted
- Increased satisfaction about parking by all users (i.e., "reduced anxiety" about parking)
- Improved property values
- Reduced costs
- Community buys in to plan – takes ownership.
- Easy to use finished product - a "usable" parking program

It was clear from the listing of desired outcomes that SAC members feel the current system of parking management may, at this time, lack the integration and consistency necessary to achieve the larger vision of a growing, vibrant and "friendly" business district. Similarly, the themes of the need to better "understand" parking and to coordinate where people park runs through many of the stated outcomes. In short, to get to the desired outcome of a usable and friendly parking system, requires more clarity and coherency in how parking is, and will be, managed. In the end, the most important outcome will be a parking plan that improves the downtown's chances of success and encourages/supports greater development/redevelopment of the downtown area.

2. Challenges to Access - Consensus Themes

Committee members discussed their insights into the major parking challenges facing downtown Redmond today. They were asked to consider these challenges as they influence Redmond's ability to remain vital and to attract and retain business. Overall, twenty-six items were discussed. Challenges ranged from general perceptions of parking to actual physical infrastructure. For purposes of this report, the stated challenges have been condensed into four "consensus themes." These themes are presented below, with clarifying bullet points taken from the Committee discussion following each theme.[1] It is important to note that the challenges were in many cases unrelated to parking and call for future City actions related to the pedestrian environment, alternative modes and overall marketing and communications efforts to better integrate with parking strategies.

[1] The themes are not listed in any rank order. Each theme has an important impact on Redmond's ability to achieve its strategic vision and should be considered equally in the context of multiple challenges.

✓ *The system is not easy to use, particularly for newcomers to the district*.

Several SAC members noted the current parking format is difficult to use and understand. This can have an adverse impact on district business viability. Compounding this is the sense that directional and information systems for patrons are inadequate and that employees "dominate" parking areas. The need for aggressive and sustained marketing and communications will be important to "get people into the right spaces."

- Awareness of how to use parking in Redmond is low.
- We need to communicate options to different user groups (i.e., visitors, employees, residents)
- Employees dominate parking lots.
- Many areas without on-street parking, making it difficult for customers and businesses
- Access is not intuitive to "outsiders"
- Parking in the district is hard to understand (i.e., directional systems, limiting street grid, location of supply, etc.).

✓ *Redmond lacks a "walkable business environment" that is linked to a convenient parking system serving a "center" of downtown (i.e.," heart of the downtown").*

There was strong consensus that creating a downtown that allows users to "park once" and walk between destinations will be critical to future vitality. SAC members were very concerned that the pedestrian environment and street grid system are not clearly thought through in a manner that prioritizes pedestrian movement over auto access. Also, in a mapping exercise, stakeholders were divided on the question of where the "center of downtown" actual was. Future parking should, then, be strategically located to maximize pedestrian connections to key destinations and begin to emphasize a downtown center.

- Need internal circulation to promote "park once" and move freely concept.
- Unfriendly pedestrian experience.
- Distances between points are not great, but walking is not seen as an alternative
- Feels disconnected & far.
- The focus in on traffic, not pedestrians.
- Long waits at pedestrian crossings.
- Some areas of the downtown feel and act like "islands," which include Town Center, Bear Creek and Anderson Park.
- Lack of connectivity.
- Confusing street grid.
- No real focused "center of downtown."

✓ *The parking system is not yet formatted in a way that best serves the area*.

The issue of how parking is provided in Redmond to meet economic goals and objectives is critical to the success of a parking management plan. Issues of who the priority "customer " is and how to accommodate other, secondary priorities will be a key to establishing a balanced and workable plan for the business district.

- Not enough turnover and/or appropriate time stays for parking in the district.
- Employees/owners parking in front of their businesses all day on street.
- Sense that there is not enough employee parking, let alone customer parking.
- Conflicts in the parking supply between customer and employee demand.
- Need more "shared parking" opportunities.

✓ *Need to better integrate the parking supply with other modes of access*.

There was a clear sense that while better parking management needs to be supported, additional modes of access need to be encouraged and supported as well. This includes better transit, pedestrian facilities and bicycle options. The SAC noted that transit service and alternative modes could play an important role in addressing access issues and influencing (a) the overall amount of parking that may need to be built in the future and/or (b) providing for the appropriate mix of employee versus customer/visitor parking.

- Need for better connectivity to and from the downtown.
- Become more pedestrian friendly.
- Need higher percentage of employees on transit, bike and/or walk.
- Residential development should improve alternative mode use(s).
- Need good transit infrastructure.

3. Opportunities – Consensus Themes

SAC members discussed programs, strategies or elements that are currently in place and "working for Redmond" by contributing to its success and supporting its unique business and economic growth. Overall, SAC members mentioned thirteen (13) items. Opportunities ranged from Redmond's unique business environment (anchored by Microsoft) to its strong sense of community and small town feel. Three opportunity themes were clearly distinguished. They are briefly detailed here:

✓ *Demonstrable commitment to the downtown by the City, business community and citizenry*.
SAC members underscored the active role the business community and citizens have played in Redmond's success and the partnership approach the City is taking in this process. Stakeholders noted that there is a strong "sense of community" within the downtown, which underlies its unique character and success.

- A viable business area.
- A city with its own character.
- Active and committed community groups (business and residents).

✓ *A strong positive sense about Redmond's future.* The Committee was unanimous in its sense that the future of Redmond is that of success, growth and vitality. The work that has been put in place to establish a foundation for growth has high level of support and feasibility.

- Potential for growth.
- Potential for economic diversity.
- Good mix of small and larger businesses.
- A lot of unique businesses.

✓ *While parking is an issue, Redmond has a solid foundation to build upon*. SAC members felt that there are positive aspects of the downtown that should be continued and enhanced. These factors distinguish Redmond from other areas in the region.

- Microsoft employment creates opportunities in other areas (i.e., pediatrics, restaurants, retail, etc.)
- Redmond is a commercial hub for employees from outside making Redmond a destination and attractor for retail.
- Ambience of current architectural scale.
- Good comprehensive plan/vision.
- Parks, events, Saturday Market

Overall, programs and strategies that continue to support and enhance the opportunity themes developed by the SAC can serve as a framework through which the consensus challenges are best addressed.

E. BECOMING AN "IDEAL DOWNTOWN"

As a precursor to a future discussion for developing Guiding Principles for parking, the SAC was led through a discussion on the elements or building blocks that make up "ideal" downtowns. SAC members were asked to list elements that make up their perception of a perfect or ideal downtown. Members were also asked to mention cities they had been to that contained elements that uniquely distinguished a *downtown* area as "ideal." Interestingly, the list was comprised of both large and small cities. Cities mentioned are included in Table 1:

Table 1
Ideal Downtowns

• *Baltimore, MD* • *Bellevue, WA* • *Bend, OR* • *Boston, MA* • *Chapel Hill, NC* • *Chicago, IL* • *Denver, CO* • *Kirkland, WA* • *Manhattan, NY*	• *Miami Beach, FL* • *Minneapolis/St. Paul, MN* • *Pasadena, CA* • *Portland, OR* • *Santa Barbara, CA* • *Sydney Australia* • *Vancouver, BC* • *Walnut Creek, CA*

After creating a list of cities, the SAC developed an extensive list of those elements they believed established the above stated cities as ideal. This list could serve as a verbal picture of what it takes to become "ideal." Twenty two elements of an ideal downtown from the point of view of the SAC are summarized in Table 2, below. Elements that the SAC considered "in place" in Redmond are followed by an asterisk. From the SAC discussion, Redmond was characterized as having 5 of the 22 elements in place.

Table 2
Elements of Ideal Downtowns

• *Walkable downtown area* • *Waterfront* • *Restaurants* • *Great retail anchors/great shopping* • *Trolley/circulators* • *People watching opportunities* • *Architecture (old buildings)** • *Visitor parking facilities* • *Park once* • *Safe or sense of security** • *Feeling of energy* *(*) In place in Redmond, WA*	• *Identity - You remember the City* • *Excellent Transit* • *Event Centers* • *Historical Centers* • *Don't have lots of surface lots* • *18-24 hour downtown* • *Places enjoyable to walk** • *A downtown focal point* • *Cohesive sense of community** • *Exciting streetscape* • *Clean environment** *(*) In place in Redmond, WA*

F. ACCESS PRIORITIES

1. Key Elements of a Successful Parking Program

Committee members were asked to list elements they would use to describe a successful parking program that, if in place in Redmond, would facilitate solving the transportation challenges and support/enhance the priority opportunities described above. Stakeholder input is outlined below.

A successful parking program for Redmond would be…

- Easy to find parking and a good "parking experience."
- Adequate sized parking stalls.
- Simple and intuitive – easy to use.
- Parking is well located, well-signed and understood.
- Safe, secure and pedestrian friendly.
- Well-lit.
- Is well coordinated with other access modes (i.e., transit, bike and bike parking, walk, etc.).
- Central place to park and access a trolley, train, bus or whatever mode of transportation people use to take them to downtown activity areas.
- Free/Affordable parking.
- Friendly connections – lighting, benches, plants, aesthetically pleasing, engaging environment.
- Provides multiple parking options (on and off-street).
- Appropriate time stays.

- Parking for residents.

It is clear that the stakeholders on the Committee would envision a parking program that is innovative and flexible to meet the changing demands of an evolving downtown. They would also stress the need for an affordable, safe and secure parking system. The parking program should contribute to the overall viability of Redmond and its goals and vision. At root, a successful parking system is convenient and user friendly. The charge of the consultant team and the Committee will be to develop a parking strategy that achieves and supports these elements to the highest degree possible.

2. Definition of "Priority Customer"

The Redmond parking system currently services a broad mix of users that include employees of the districts, retail patrons/visitors and, increasingly, residents. In the future, increasing growth in business and residential development will add to the existing demand on the parking supply. As such, it is important to recognize that a balanced *system* of access needs to be developed and managed to assure the overall vision of a vital, active and mixed-use downtown is achieved.

Nonetheless, (for purposes of the management of the *publicly controlled supply* of parking) the consensus of the Committee was that the priority "customers" of Redmond could be broken into two distinct categories.[2]

First, in the areas zoned for commercial development, the priority of the parking system should be to accommodate ***patrons***; those who come repeatedly to shop, dine, recreate and be entertained (i.e., "those who spend money"). The general profile of the patron is short-term stays that result in a high turnover of parking in a given commercial district.

Second, in areas zoned for residential development, the priority customer is the resident and guests and visitors of the residential area. As such, the on-street parking in residentially zoned areas should be managed to assure residential access.

The fact that the Committee has prioritized the patron and resident as the focal point of parking management (by zoned area) is not to downplay the importance of other users of the downtown. The Committee has simply defined a standard that allows reasoned decision-making to occur when constraints arise in the supply of parking. The Committee recognizes that constraints and conflict for demand within the supply will occur and that decisions and strategies will have to be implemented that guarantee access to the priority patron, with additional options developed for all users.

[2] The term "publicly controlled supply" will need further discussion by the committee as this plan evolves. The fact that little off-street supply is currently in public control presents unique challenges for creating a "system" of patron supply. Innovative partnerships and programs will need to be developed, requiring high consensus on priorities and a clear understanding of current parking deficits and surpluses.

3. "Is" Versus "Should"

The Stakeholder Committee discussed its access priorities for Redmond. Stakeholders were asked to consider a number of questions regarding the realities of access and use within the current transportation system (i.e., the *is* of today). They were then asked to consider how the transportation system *should* be accessed and used in the future within the context of the challenges/opportunities discussed above, and incorporate their goals and objectives for developing a vibrant downtown.

A. Priority Modes of Access

When asked to define the priority mode of access to Redmond by both customers and employees, the Committee responded as follows:

Customer trips

Today, a customer's priority mode of access to Redmond *is* by the single-occupant vehicle and walking.

In the future, a customer's primary mode of access *should* be through a greater mix of access options (i.e., transit, bike, walk), with emphasis on linking all these options together in a manner that is convenient, simple to use and affordable. Given the current small supply of publicly owned off-street facilities, shared use opportunities *should* be pursued whenever possible.[3]

Employee trips

Today, an employee's priority mode of access to Redmond *is* by the single-occupant vehicle.[4]

In the future, an employee's primary mode of access *should* be through a greater mix of access options (i.e., transit, bike, walk), ***recognizing that each employee auto trip to Redmond removes a parking space that could be used by patrons of the area***. Also, greater emphasis should be placed on getting employees to live and work in the district.

Transit in particular *should* significantly increase as a percentage of total employee trips to the downtown.

B. Priority Use of Parking

On-street

When asked, *"who is the on-street parking system currently prioritized for?"* the Committee felt that existing on-street parking "is first come/first served" and not managed to favor any particular user effectively or strategically.

In the future, the Committee felt that downtown on-street parking *should* be better managed to prioritize *patrons* in all areas where short-term demand is most prevalent. Strong efforts should

[3] There was a concern expressed by some committee members that issues related to liability and managing shared use agreements may be difficult.

[4] Estimates by the City of Redmond indicate that 87% of all employee trips are by car (either drive alone or carpool). 76% of all trips are by single occupant vehicle (SOV).

be made to assure that only patrons are using the on-street system in the commercial zone and that cooperative and coordinated effort and programs are in place to assure residential priorities in the residentially zoned areas. If employees are misusing the on-street system, then programs and efforts ***should*** be made to mitigate problems.[5]

Off-street

Currently, there is very little publicly owned off-street parking supply in the downtown. When asked, *"should the City have a role in supplying parking in future developments?*" the Committee indicated that the city should have a role but the overall solution to parking problems will require public and private efforts.

Ideally, the Committee agreed that the strategic location of structured parking facilities throughout the downtown that allow for a higher mix of longer term stay opportunities should be explored. When such facilities are under City ownership there is an assurance that adopted priorities for access (i.e., patrons) are managed. In other words, as demand peaks in any facility, public parking should "err to the patron." From the SAC's perspective, the overall responsibility for building employee parking should belong to the private sector.

C. Priorities for Alternative Modes of Access

The Committee considered the role of alternative modes for users of the downtown (patrons and employees). When asked what the on-going role of transit/bike/rideshare and walking was for customers and employees, the Committee stated the following:

- Transit, bicycling, ridesharing ***should*** become an "*option* that patrons **can** choose" as a means of accessing downtown.
- Transit, bicycling and ridesharing ***should*** become a "realistic and cost-effective *option that a much greater percentage* of employees **will** choose" as a means of accessing downtown.
- Alternative modes for employees ***should*** be strongly encouraged, as success in alternative modes will lead to better efficiencies for the supply of patron parking.

G. SUMMARY - CONSENSUS THEMES

It was clear from the work of the Stakeholder Advisory Committee that there is a strong consensus on the challenges and opportunities that exist for downtown Redmond. There is also a clear sense Redmond is moving forward in attracting economic activity and amenities that support vibrant and attractive business districts. Most importantly, the Committee was strong in its understanding of access priorities and unified in support of developing programs and strategies necessary to make certain those access priorities are met and desired economic uses are supported. In the area of public parking, it is clear the priority of the Stakeholders is to assure continued and growing accessibility for patrons and residents of Redmond.

[5] This might include greater enforcement, on-street permit programs, paid parking, time stay adjustments and moving employees to on-street and off-street areas that are underutilized.

Section II: Guiding Themes and Principles

SECTION II: Guiding Themes and Principles

A. INTRODUCTION

This memorandum has been produced to facilitate discussion of parking strategies and programs necessary to develop a downtown parking management plan for the City of Redmond.

As the result of discussions with the Stakeholders Advisory Committee in two work sessions, the consultant team has attempted to summarize the many comments, ideas and themes that emerged from these meetings into a draft set of ***Guiding Principles.*** The Guiding Principles are designed to guide and inform future decision-making on issues related to access and parking management. Strategically, the principles encourage the use of parking resources to support economic development goals and effectively serve the diversity of "customers" using the downtown.

The draft Guiding Principles outlined here will serve as a foundation for continuing discussions with stakeholders and the community. Ideally, these Guiding Principles will establish a basis for consensus, giving direction to near- and long-term decisions for parking management and access strategies in the downtown.

B. BACKGROUND

The development of Guiding Principles for parking in downtown Redmond supports creation of a parking system that facilitates and contributes to a vital and growing downtown. Guiding Principles are based on the premise that development of the downtown will require an integrated and comprehensive package of strategies to stimulate economic development and redevelopment. The ensuing parking plan becomes but one critical element of a larger coordinated package for economic growth.

The consultant team believes the results of stakeholder input can be summarized into eight Guiding Themes and nineteen Guiding Principles (listed below). Each principle is followed by some of the important challenges and desired outcomes it addresses as synthesized directly from the stakeholder work sessions.[6]

C. RECOMMENDED GUIDING PRINCIPLES

Statement of Purpose

It is the primary objective of the City of Redmond to implement a Parking Management Plan for the downtown that supports the development of a vibrant and attractive destination for shopping, working, living, recreation and entertainment. The parking plan will recognize that publicly owned parking is a community asset that needs to be managed to accommodate the diversity of users in the downtown, which include shoppers, visitors, employees and residents. The components of this plan need to be simple and intuitive for the user, providing an understandable system that is safe, secure, affordable and well integrated into other access

[6] A detailed summary report of the Stakeholder Advisory Committee work session process is available upon request. The report is dated 7-5-07.

modes (i.e., transit, bike and walk). The plan also needs to effectively manage parking supply both on- and off-street to ensure that access to the downtown - and its districts - is maximized.

GUIDING PRINCIPLES – *PRIORITY PARKING ON-STREET*

✓ ***Recognize that on-street parking is a finite resource and should be managed to assure maximum access for patrons.***

All users of the downtown favor on-street parking. The parking management plan recognizes this premium on-street parking resource needs to be managed to provide a rate of customer/patron turnover that supports downtown vitality. With this principle comes the recognition that growth in downtown parking demand will, over the longer term, need to be accommodated in off-street locations. Longer-term patron and employee parking must be managed so as not to conflict with customer parking, particularly on-street.

Challenges and desired outcomes addressed:

- Need internal circulation to promote "park once" and move freely concept.
- Maximize utilization of existing supplies of public parking resources.
- The availability of accessible and proximate parking for customers and patrons.
- Fewer complaints about parking.

✓ ***Reserve the most convenient parking spaces to support customer, client, vendor and visitor access to downtown.***

Management of the on-street parking system should promote customer/visitor accessibility by making the priority user the short-term patrons of downtown Redmond.

Challenges and desired outcomes addressed:

- Employees cannot just park at front door
- Conflicts in the parking supply between customer and employee demand.
- The system is not easy to use, particularly for newcomers to the district.
- Better parking turnover.

✓ ***On-street parking should be preserved in the downtown area to improve customer and visitor accessibility and to facilitate revitalization of street level activities.***

On-street access should take priority over street capacity and vehicle speeds.

Challenges and desired outcomes addressed:

- The plan should enhance retail attractiveness and help grow retail sales
- Many areas without on-street parking, making it difficult for customers and businesses.
- Unfriendly pedestrian experience.
- Distances between points are not great, but walking is not seen as an alternative
- The focus is on traffic, not pedestrians.

GUIDING PRINCIPLE – *EMPLOYEE PARKING*

✓ ***Provide sufficient parking to meet employee demand, in conjunction with an access system that provides balanced travel mode options.***

All parking strategies should be coordinated with transportation demand management goals and objectives to ensure that employees and customers have reasonable options available for access.

Challenges and desired outcomes addressed:

- A plan that establishes a successful relationship between parking and alternative modes (particularly transit).
- Realistic parking development ratio.
- Shared parking facilities should be enhanced and promoted.
- Need higher percentage of employees on transit, bike and/or walk.

✓ ***If parking in public supply in the downtown area exceeds the 85 percent full standard, employee parking must be eliminated/phased out first.***

The City will manage public parking to accommodate visitors and customers, with any remaining capacity to be managed for employees. Businesses that have designated private employee parking will be encouraged to do the same. Access management strategies should move larger numbers of employees into alternative modes over time.

Challenges and desired outcomes addressed:

- There are/will be conflicts in the parking supply between customer and employee demand.
- Need more "shared parking" opportunities.
- Need sufficient parking for all users needing parking.
- Increased satisfaction about parking by all users (i.e., "reduced anxiety" about parking).

✓ ***Provide adequate and affordable employee parking.***

Adequate parking to meet employee demand should be provided in conjunction with a transportation system that offers multiple travel options. Employee parking should be the responsibility of the private sector and focused off-street at rates affordable to all income levels. Private sector businesses should partner with the City to provide meaningful incentives to employees to use transit, bike, walk and ridesharing options.

Challenges and desired outcomes addressed:

- Employees cannot just park at front door.
- A plan that establishes a successful relationship between parking and alternative modes (particularly transit)
- Realistic parking development ratio (based on actual demand)
- Need higher percentage of employees on transit, bike and/or walk.
- Affordable parking solutions for all types of users.

✓ ***Encourage/incent shared parking in areas where parking is underutilized.***

Private parking facilities in some areas have underutilized capacity. Efforts should be made to facilitate shared use agreements between different users (public and private) to direct parking demand into these facilities to both maximize existing parking resources and minimize overall parking development costs.
Challenges and desired outcomes addressed:

- Shared parking facilities should be enhanced and promoted
- Increased satisfaction about parking by all users (i.e., "reduced anxiety" about parking)

GUIDING PRINCIPLE – *RESIDENTIAL PARKING*

✓ ***Manage the downtown parking supply to minimize customer/client/visitor and employee parking and traffic impacts to adjacent residentially zoned neighborhoods.***

As parking in commercial areas is prioritized for commercial uses, the priority for parking in areas zoned residential should be for residents and their visitors. Programs should be implemented to assure that conflicts between priority users are minimized.

Challenges and desired outcomes addressed:

- Increased satisfaction about parking by all users (i.e., "reduced anxiety" about parking)
- Community buys in to plan – takes ownership.

✓ ***Residential development downtown will provide parking for the residential units on-site, or find parking in private lots.***

Residential development within the commercial zones of Redmond can lead to conflicts between parking users, particularly for the on-street supply. To support commercial uses, parking should be managed to assure that patrons of the downtown have primary access to available parking. This can be accomplished through time stay designations, hours of enforcement and minimum parking requirements for new residential development.

Challenges and desired outcomes addressed:

- Residential development should improve alternative mode use(s).

GUIDING PRINCIPLE – *MULTIMODAL ACCESS*

✓ ***Transition more downtown employees into alternative modes (i.e., transit, bike, walk, rideshare) through business-based programs and incentives.***

This will ensure that parking constructed by the City in the future serves customer/visitor access in the downtown at the highest level of efficiency and cost effectiveness.

Challenges and desired outcomes addressed:

- Need higher percentage of employees on transit, bike and/or walk.
- Need to better integrate the parking supply with other modes of access.
- Need good transit infrastructure.

- Employees dominate parking lots.
- The parking system is not yet formatted in a way that best serves the area.
- Clear definition of the parking program (i.e., rules, locations, etc.)
- Need for better connectivity to and from the downtown.
- Become more pedestrian friendly.

GUIDING PRINCIPLES – *UNDERSTANDABILITY*

✓ ***Make downtown parking user-friendly – easy to access, easy to understand.***

Parking resources should be clearly identified and explained through branding, signage, wayfinding and user information, increasing customer, employee and resident understanding of how to access the downtown's on- and off-street parking resources. Connect the downtown core and other districts with transit and/or shuttle service and bicycle / pedestrian facilities, to improve convenient access throughout the downtown and its districts.

Challenges and desired outcomes addressed:

- The parking system is not yet formatted in a way that best serves the area.
- Need for better connectivity to and from the downtown.
- Become more pedestrian friendly.
- Parking downtown is hard to understand (i.e., signage and directional systems).

✓ ***The City's public information system should provide a clear and consistent message about auto parking and access to and within downtown in order to optimize utility and convenience for all users.***

There should be a resource for information on parking and how it is managed and accessed that is attainable by any prospective user of the downtown. This could be coordinated through a public/private partnership.

Challenges and desired outcomes addressed:

- Need to communicate options to different user groups (i.e., visitors, employees, residents).
- Awareness of how to use parking in Redmond is low.
- Easy to use finished product - a "usable" parking program

GUIDING PRINCIPLES – *QUALITY*

✓ ***Provide a "parking product" in the downtown that is of the highest quality to create a safe and positive customer experience with parking and the downtown.***

On-street parking should be uniformly managed and enforced to assure an intuitive, reasonable sense of the allowed time stay. Off-street facilities (surface and structured) should be of uniform quality and identity to create a clear sense of safety, convenience, understandability and coordination with the pedestrian environment. High quality communication and marketing materials should be integrated into a comprehensive package of services to inform and guide the parking public into the on- and off-street parking system.

Challenges and desired outcomes addressed:

- Less complaints about parking
- The plan should enhance retail attractiveness and help grow retail sales
- Managing parking to have "pedestrian friendly" impacts.
- Distances between points are not great, but walking is not seen as an alternative
- Feels disconnected & far.
- The focus in on traffic, not pedestrians.
- Long waits at pedestrian crossings.

✓ ***Provide safe, secure and well-lit parking in the downtown to allow a sense of security at all times on street and off-street.***

Each public off-street lot shall be adequately maintained so as to not deter potential users based on poor design, lot pavement quality or perceived security issues.

Challenges and desired outcomes addressed:

- Safe, secure, well lit and attractive.
- Distances between points are not great, but walking is not seen as an alternative
- Feels disconnected & far.

✓ ***Integrate future parking into the pedestrian system to assure connectivity between areas and activities.***

The City will strive to assure that the design and the location of parking facilities contributes to a more seamless transition of uses between points of access in the downtown.

Challenges and desired outcomes addressed:

- Redmond lacks a “walkable business environment” that is linked to a convenient parking system serving a “center” of downtown (i.e.,” heart of the downtown”).
- Need internal circulation to promote “park once” and move freely concept.

GUIDING PRINCIPLES – *COORDINATION*

✓ ***Centralize management of the public parking supply and assure a representative body of affected private and public constituents from within the downtown informs decision-making.***

Publicly owned parking in the on- and off-street supply needs to be managed in a coordinated manner. Decision-making should be coordinated through a central management structure informed by a representative body of private and public constituents from within the downtown.

The finite nature of on-street parking necessitates strategic integration of parking decisions to facilitate a seamless, recognizable and convenient transition of future growth into off-street facilities. Also, the overall parking management system needs to be coordinated with a strategic and supportive relationship with transit and other access modes.

Challenges and desired outcomes addressed:

- Clearer policy direction.
- A plan that adapts to change
- The parking system is not yet formatted in a way that best serves the area.
- Community buys in to plan – takes ownership.
- Easy to use finished product - a "usable" parking program

✓ ***Manage the public parking supply using the "85% Rule" to inform and guide decision-making.***

The "*85% Rule"* is an operating principle and industry based management tool for coordinating a parking supply. When occupancies routinely reach 85% in the peak hour, more *intensive and aggressive* parking management strategies are called for to assist patrons in finding available parking. The "85% Rule" standard will facilitate the City and the community in making reasonable and effective decisions regarding time stays, enforcement and other decisions related to capacity management.

Challenges and desired outcomes addressed:

- Better control of parking in the area.
- Manage parking to maximize on-street parking for retail and street level businesses (i.e., reduce/eliminate employees parking on street over time).
- Parking management should encourage effective turnover on-street and support good traffic circulation.

✓ ***Provide clear and strategic direction to new development in downtown to assure that new growth improves the overall system of access.***

Development standards and code should be established that gives clear direction to new development within the downtown. New development should not only contribute to the growing and diverse mix of businesses downtown, but also contribute to an improved access environment for customers and employees. As such, parking should be provided at a rate that is appropriate to new development, but not overly provided so as to conflict with alternative mode goals. New development should be "regulated" in a manner that is particularly consistent with Guiding Principles for Employee Parking, Multi-Modal Access and Quality.

Challenges and desired outcomes addressed:

- A plan that supports and encourages growth of healthier businesses and supports better/higher use of land.
- Shared parking facilities should be enhanced and promoted.
- Increased satisfaction about parking by all users (i.e., "reduced anxiety" about parking).
- Improved property values.
- Reduced development costs.

✓ ***Strategically locate and actively manage parking under public control and/or ownership to accommodate customer access to the area.***

The City should lead in the development of access options for customers and visitors (patrons) of the downtown and actively partner with the business community to incent additional access and growth. The City's primary role in the use of public resources for parking should be prioritized to meet patron access demand. The City should use its resources to promote alternative modes for commuter access as well as creating incentives, partnerships and programs to attract private investment in parking and desired development.

Challenges and desired outcomes addressed:

- Redmond lacks a "walkable business environment" that is linked to a convenient parking system serving a "center" of downtown (i.e.," heart of the downtown").
- Need internal circulation to promote "park once" and move freely concept.
- A parking program that supports downtown growth.

GUIDING PRINCIPLE – *FINANCIAL STABILITY*

✓ ***Dedicate all net downtown parking revenues for downtown parking and maintenance operations.***

All net revenues derived from parking within the downtown public supply (on and off-street) should be dedicated to a parking enterprise fund that is used only to: (a) support the fiscal health of the parking system, i.e., debt service and operations; (b) maintain and enhance downtown parking assets; (c) provide on-going marketing and communication of the parking system to the public; and (d) facilitate future development of new public parking supply.

Challenges and desired outcomes:

- Ensure parking revenue derived from new paid parking is reinvested in downtown.

✓ ***Ensure on-going downtown parking solutions are financially sustainable.***

All programs and strategies associated with parking management in the downtown should be of the highest quality and implemented to assure cost recovery, thereby assuring consistency and sustainability toward meeting the goals and objectives of this plan.

Challenges and desired outcomes:

- Ensure parking revenue derived from new paid parking is reinvested in downtown.

D. SUMMARY - GUIDING THEMES AND PRINCIPLES

Every downtown stakeholder maintains an exciting vision for Redmond. That vision recognizes the goal and objective of developing the downtown as a vibrant and vital urban neighborhood destination – an ideal central business district. With this recognition must come the understanding that managing the parking infrastructure that supports multiple economic uses is challenging. It requires fully using the parking and transportation system to provide understandable, convenient, safe, reliable transportation options for employees, customers,

visitors, and residents. This network of access is essential to the vitality of each desired economic use.

The Guiding Principles derived from dialogues with stakeholders and businesses will serve as a solid foundation for coordinating parking and transportation decision-making and policy. The Guiding Principles are grounded in the long-term economic development vision of the City of Redmond and its downtown stakeholders. Their intent and purpose is to generate parking and transportation management strategies and programs that will complement the City and community's efforts in attaining its long-term growth and development objectives.

Section III: Parking Inventory and Utilization/Demand Analysis

SECTION III - Parking Inventory and Utilization/Demand Analysis

In every downtown the issue of parking is central to the City and its stakeholders as they plan for, and anticipate, the downtown's on-going economic success. The need to understand both the perception *and* reality of parking is essential if a comprehensive, effective and successful parking management strategy is to be developed and implemented. This report focuses on establishment of a clear understanding of the reality of current parking dynamics in Downtown Redmond.

Our goal is to present data for the downtown study area as a precursor to discussions with the City and stakeholders on potential programs and strategies to maximize the parking supply and plan for the future.

A. PURPOSE OF THE PARKING INVENTORY ANALYSIS

The purpose of a parking utilization study is to derive a comprehensive and detailed understanding of actual use dynamics and access characteristics associated with parking in the downtown. Important elements of this section include:

(1) Development of a data template for all parking in the study area, denoting all parking stalls, by time stay type, for on and off-street facilities in public control.

(2) A complete survey of on-street parking use on a "typical day" -- a single Tuesday on June 19, 2007.[7]

(3) Analysis of off-street supply within the study area, provided through a separate study by Fehr & Peers and summarized in the *Downtown Redmond Parking Inventory & Utilization Study (December 29, 2006).*[8]

(4) Analysis of parking utilization and turnover that included:

   a. Quantification of total study area parking inventory.
   b. Hourly occupancy counts (9 a.m. – 6 p.m.) for on and off-street inventory.
   c. Parking turnover analysis (on-street).
   d. Parking duration of stay analysis (on-street).
   e. Derivation of built parking supply to total built square footage (i.e., true parking demand ratio).

(5) Identification of surpluses and constraints within the parking supply.

[7] This date was chosen in consultation with the City of Redmond. On this day, public schools were still in session and no major events were scheduled for the downtown. Weather conditions were excellent and activity was brisk.

[8] RWC was able to utilize the Fehr & Peers analysis and incorporate the off-street findings into a broader data template that allowed for combining the two data sets (on and off-street). RWC also conducted additional "spot samples" of off-street supply in both June and September 2007 to augment the scope of the Fehr and Peers data.

In short, the purpose of the parking utilization study was to produce a succinct analysis of existing parking dynamics in Downtown Redmond that can be employed over time to support and inform decision-making related to development and parking.[9]

B. STUDY AREA

The parking inventory study area was determined in the initial project scoping process and in consultation with the City of Redmond. The study zone includes the core of the downtown neighborhood and its surrounding areas where existing and future land uses are foreseen to be most intense in the near future, where off-street parking has been observed to be in regularly high demand, and where on-street parking is currently available.

This area is generally bounded by 158th Avenue NE (on the west), Cleveland (on the south), NE 85th Street to 166th Avenue NE and NE 80th Street to 170th Avenue NE (on the North) and 166th Avenue and 170th Avenue (serving as eastern borders). Redmond Town Center is excluded from the study area as parking in the center is privately managed. The remaining areas in the downtown neighborhood, outside of the study, area were excluded as off-street parking in those areas is generally not available, and/or an unusually high demand for off-street parking has not been regularly observed. The first level of data analysis combined all parking data within the entire study area. **Figure A,** below, provides a graphic map of the study area.

The study zone is reflective of the City's understanding of current parking activity and land use densities in the area defined as "the core downtown." Quantifying parking activity within this zone allows for a more comprehensive look at parking patterns, trends and surpluses/deficits in this area of the downtown.

C. METHODOLOGY

Rick Williams Consulting (RWC) conducted the on-street capacity/utilization and turnover inventory on Tuesday, June 19, 2007. The survey day was selected in consultation with the City of Redmond and was reflective of the initial scoping process. Overall, the survey day was sunny (mid to high 80 degrees) with brisk parking activity in all sectors of the downtown. The Tuesday parking inventory was conducted between 9:00 a.m. and 6:00 p.m.

For the on-street survey, the project team's methodological approach to gathering utilization/capacity/turnover data began with a physical compilation of all public on-street parking assets within the study area. This physical assessment was conducted in advance of the survey day and documented all parking by location and type. This was used to create a data template necessary to conduct the utilization assessment.

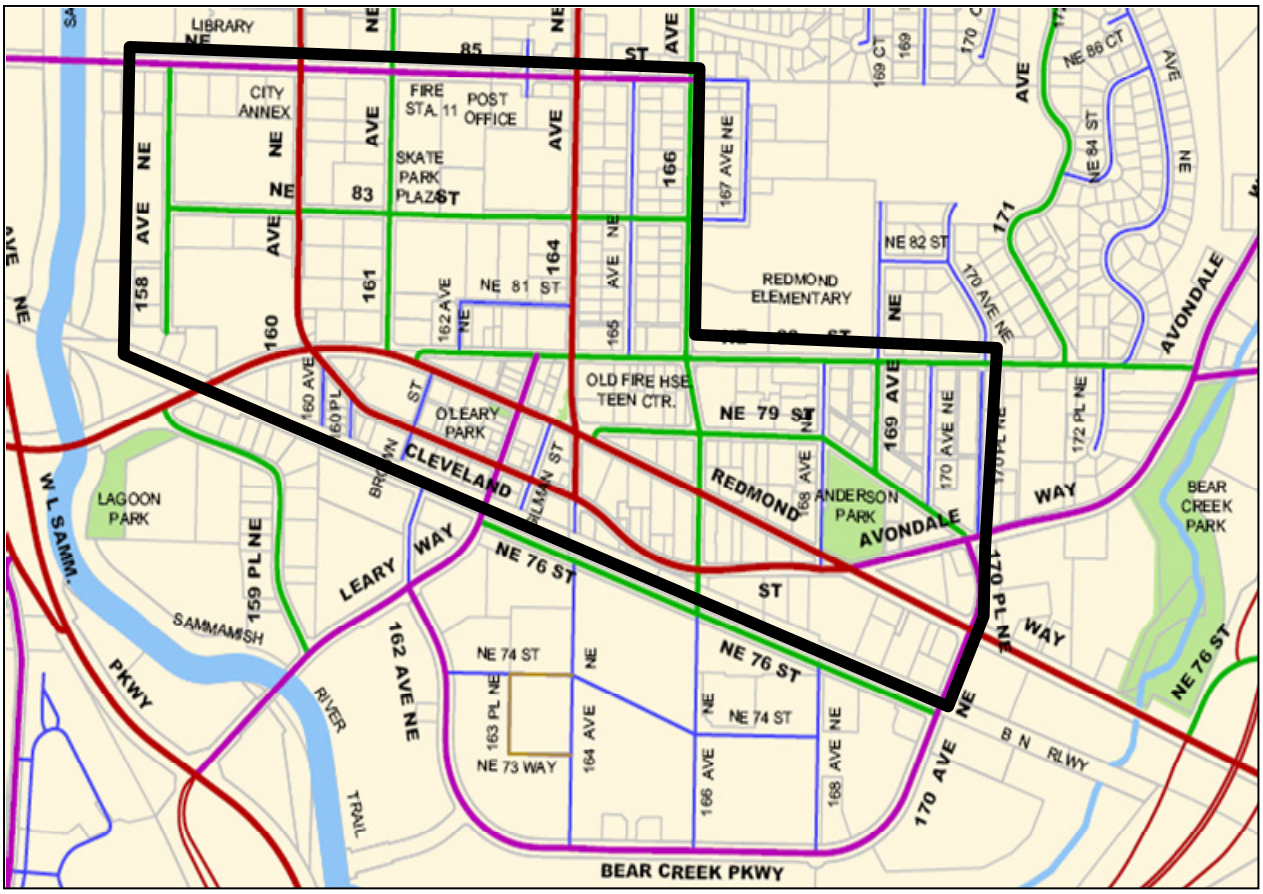
The Tuesday survey involved an hourly count of each occupied on-street parking stall in the study area using the last four digits of the parked vehicle's license plate. Surveyors collected license plate data at each on-street parking stall located in the study area for every hour over a nine-hour period (9:00 a.m. – 6:00 p.m.). A total of 731 of 1,194 on street stalls (61% sample) were physically surveyed.

[9] Copies of all data templates will be provided to the City of Redmond for future use. The data templates incorporate hourly parking counts for every stall, by block face and public lot, in the study area. The City's off-street study, conducted by Fehr & Peers is also available.

In the Fall of 2006, another consultant team led by the firm Fehr & Peers (F&P) conducted a comprehensive data sampling of parking in the same study zone described above and represented in **Figure A.** The F&P study was a random sample of both on and off-street parking in the study zone. Because RWC's June 2007 on-street survey was more comprehensive than F&P's, only the F&P off-street data sampling was used for this study. However, additional "spot sampling" was conducted by RWC in both June and September 2007 to augment the F&P inventory.

Where possible and as appropriate, RWC has "blended" the F&P data samples with its data templates for use in deriving findings for parking utilization in the study zone. The F&P work allows us to represent on-street uses, off-street uses and combined use of on and off-street supply by area and zone.

Figure A
DOWNTOWN PARKING STUDY ZONE



D. GENERAL CHARACTERISTICS OF THE INVENTORY - STUDY AREA

1. Supply

A total of **2,648** parking stalls were surveyed within the study area boundaries. This supply includes **731** on-street and **1,917** off-street stalls.[10] Parking in the both the public and private supply is primarily provided in the form of free parking.

Table 1 **presents a breakout of all the surveyed parking supply in the Downtown Study Zone.**

Table 1
2007 Parking Inventory of Downtown Supply

Downtown Study Area Parking Stall Breakout		
On-Street Stalls by Type	**Number of Stalls**	**% of Total On-Street Stalls**
15 minutes	12	<2%
30 minutes	2	<1%
1 hour	14	2%
2 hours	47	6%
No Limit	656	90%
On-Street Parking Stalls	731	100%
Off-Street Parking Stalls	1,917[11]	
Total Surveyed Supply	***2,648***	

As **Table 1** indicates, the downtown Study Zone maintains a high percentage of No Limit parking stalls, with a substantial majority of on-street supply (90%) made up of this type of stall. Two-hour time zones comprise 6% of the on-street supply and 1-hour stalls comprise another 2%. The remainder of the on-street supply is made up of a small number of 15 and 30 minute spaces.

F&P's survey of off-street supply included 15 public and privately owned facilities located throughout the study zone. RWC's spot samples of off-street facilities included an additional 4 facilities totaling 946 stalls.

2. Peak Hour and General Occupancies

Peak hour occupancy for the entire downtown is the period during the business day where the downtown experiences the highest utilization of parking stalls. Peaks may vary between the on and off-street parking systems. This analysis attempts to determine that point in the day at which the greatest numbers of vehicles are parked in the downtown. In the analysis that follows occupancies for all stalls in on street and off-street locations are summarized.

[10] For purposes of this study handicap/disabled and loading zone stalls were removed from the study results, based on the assumption that such stalls are not readily available to general parking demand. The project team believes that if these stalls were included the study results would artificially overstate surplus supply.

[11] An additional 372 off-street stalls are located in a Park and Ride facility in the downtown study area. This supply is treated separately as the intended use of the facility is to accommodate trips parking in downtown then leaving on transit to non-Redmond destinations. If use of the Park and Ride were left in the analysis, its occupancies would bias data related to use associated with downtown land uses. See analysis in the off-street section below (i.e., Section 4.B. 5).

A. On-Street Parking Summary – Combined Study Zone

The peak hour for the on-street public inventory is between 12:00 p.m. and 1:00 p.m. for the combined on-street system (i.e. all stalls, all use types). At this hour, 59.6% of the surveyed stalls in the study area were occupied. **Table 2,** below summarizes occupancies by type of stall, peak hour by stall type and average length of stay. **Figure B,** below, illustrates occupancies for each hour of the nine-hour survey day.

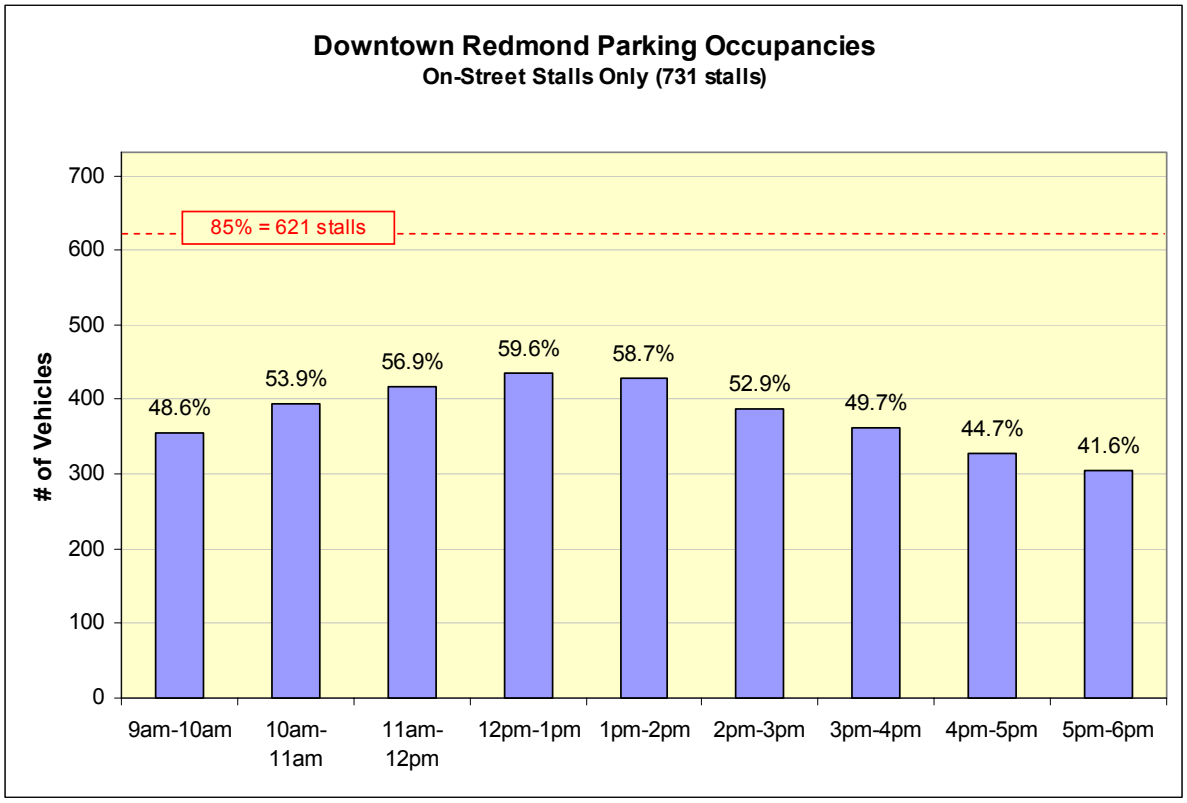
Table 2
On-Street Parking Summary

Downtown On-Street Stall Occupancies					
Type of Stall	**# of Stalls**	**Peak Hour**	**Peak Occupancy**	**Sampled Stalls Available (empty)**	**Average Length of Stay**
All Stalls	***731***	***12 – 1 pm***	***59.6%***	***295***	***3 hr/6 min.***
Usage by Time Stay					
15 minute	12	N/A	N/A	N/A	N/A
30 minutes	2	N/A	N/A	N/A	N/A
1 hour	14	1 – 2 pm	71.4%	4	1 hr/44 min.
2 hours	47	noon – 1 pm	80.9%	9	2 hr/32 min.
No limit	656	12 – 1 pm	57.2%	278	3 hr/18 min.

From **Table 2**, the following conclusions can be derived:

- During the 12:00 p.m. – 1:00 p.m. peak hour, 436 stalls are occupied leaving 295 empty stalls available within the sampled supply.
- The highest area of use is within stalls designated as 2 Hour, which achieve peak hour occupancy of 80.9% between noon and 1:00 p.m.
- The average customer duration of stay in an on street parking stall is relatively high at over 3 hours per stall (combining all time stay designations). This could indicate that employees are using the on-street supply.

Figure B



B. On-street: Usage Characteristics (Turnover, Duration of Stay, Volume and Exceeding Time Stays)

The Redmond on-street parking supply is a relatively low turnover system. Several usage characteristics derived from the data underscore this conclusion. A summary of these findings are included in **Table 3,** below:

1. Duration of Stay

As one might suspect, with 90% of the on-street supply made up of No Limit stalls, the average time stay at downtown on-street spaces would be fairly long.

- The average stay in downtown for all on-street parking stalls is 3 hours and 6 minutes (or 3.10 hours).
- The longest duration of stay is at No Limit stalls where vehicles are staying an average of 3 hours and 18 minutes (or 3.30 hours).

2. Turnover: Efficiency of the Parking System

In most cities, the primary time limit will allow for calculation of an *intended turnover rate.* For example, if the intended use for a customer stall is two hours, then the stall should be expected to turn 5 times over a ten-hour period. As such, if turnover were demonstrated to be at a rate of less than 5, the system would be deemed inefficient. A rate in excess of 5 would indicate a system that is operating efficiently.

Given the average stay of 3.10 hours, over the course of a typical day, an on-street stall in downtown Redmond will turn 3.23 times (10 hour day/3.10 hours duration = 3.23 turns). This is not reflective of a typical urban retail center.

With a turnover rate of 3.23, Redmond would not be considered operating at an efficient level; however, given the low occupancy rates of the on-street system presently, no immediate action is needed. Redmond's turnover rate is more commensurate with an urban off-street parking structure, intended for longer-term stays.

Longer average time stays are often a reflection of the type of user. Typically the on-street system is intended and formatted to serve shorter-term parking for customers and visitors to the downtown. The data suggests that Downtown Redmond has a higher ratio of employees to customers using on-street parking than is reflective of the average for comparable cities. As on-street occupancies increase in the future, the City will need to be prepared to transition more employees into off-street locations to assure convenient access to visiting customers.

3. Volume

On the survey day, 1,048 unique license plate numbers were recorded parking in the on-street system between the hours of 9:00 a.m. and 6:00 p.m.[12]

4. Exceeding time stays

Approximately 4.8% of unique vehicles parked on-street stalls downtown exceeds the posted time stay. However, this number is understated given that 90% of parking stalls in the on-street supply allow unlimited time stays and the violation rate is spread over all on-street stalls. When adjusted for only 15 minute through 2 hour stalls, the violation rate jumps to 31%.

Table 3
General Characteristics of Use – On-Street Parking Stalls

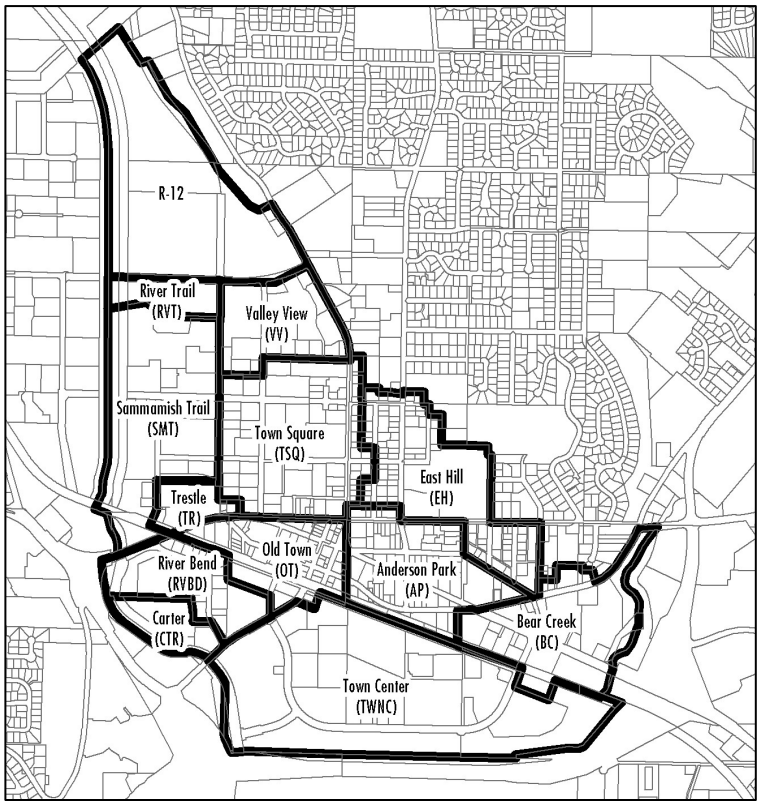
USE CHARACTERISTIC	DATA FINDING
Average duration of stay per unique vehicle	3 hr. 6 minutes
Actual number of unique vehicles (9:00 a.m. – 6:00 p.m.)	1,048
Actual number of vehicle hours parked (9:00 a.m. – 6:00 p.m.)	3,247
Actual turnover rate (number of cars to use a single occupied stall over a 10 hour period	3.23
% of unique vehicles violating the posted time stay	4.8%
% of total vehicle hours spent in violation of posted time stay	5.1%
% of total vehicles violating 1 and 2 hour parking stalls	31%

[12] It is important to note that this does not represent all vehicles in the downtown on June 19, 2007, as license plate numbers were not recorded in off-street facilities. The unique vehicle total allows us to calculate turnover.

C. On-Street Parking Summary – by Downtown District

Given that the study zone is a large area, it is important to sort the on-street data to create an understanding of how parking activity is distributed over specific areas of the downtown. The study zone is actually comprised of five of 10 identified districts within the downtown. The most central were inventoried and include:

- Sammamish Trail
- Town Square
- East Hill
- Anderson Park
- Old Town



For purposes of this analysis, survey sample data was distributed by district then extrapolated to the total supply of on-street parking within each downtown district. Though the overall downtown combined peak occupancy is 59.6%, significant variations are exhibited within that average.

As **Table 4** indicates, the on-street supply in both Town Square and Sammamish Trail meet or exceed 85% in the peak hour, an industry benchmark for a "constrained" supply. East Hill (44.1%) and Anderson Park (31.1%) maintain very low peak hour occupancies on-street and Old Town reaches 74.9%. Nonetheless, all districts other than Sammamish Trail still maintain adequate supplies of empty and available on-street parking in the peak hour.

Table 4
On-Street Occupancies by Downtown District

Downtown District	Total Inventoried Stalls	Total Sampled Stalls	Peak Hour(s)	Peak Occupancy	Total Stalls Available (empty)
Sammamish Trail	102	102	12:00 – 2:00 PM	95.1%	5
Town Square	447	100	10:00 – 11:00 AM	85.0%	67
East Hill	256	145	1:00 – 2:00 PM	44.1%	143
Anderson Park	214	209	12:00 – 1:00 PM	31.1%	147
Old Town	175	175	12:00 – 2:00 PM	74.9%	44
Total	***1,194***	***731***	***12:00 – 1:00 PM***	***59.6%***	***482***[13]

[13] Variation between inventoried and samples stalls exists here due to varied peak hour unique to each zone.

D. Off-Street Parking Summary – Combined Study Zone

While the on-street system operates at approximately 60% combined peak occupancy, it is important to evaluate how the off-street system operates in relation. This is particularly important to understand, as potential access constraints within the on-street system (now or in the future) will need to be directed into off-street locations. As such, understanding available capacity for absorption of on-street demand growth will be important.

The off-street parking supply in downtown Redmond was inventoried and analyzed by Fehr & Peer's in the Fall of 2006. The full summary of those findings were published in December 2006 in the *Downtown Redmond Parking Inventory and Utilization Study.*[14]
Table 5 below provides a summary of the combined peak hour demand for the off-street supply sampled by Fehr & Peers. As illustrated, the combined sample peak hour occupancy for off-street facilities is between 1:00 p.m. and 2:00 p.m. when occupancies reach 58.3%. This result is similar to the on-street occupancy peak, which occurs one hour earlier. This leaves a significant supply of empty and available parking in the peak hour (i.e., 405 stalls in the survey sample).

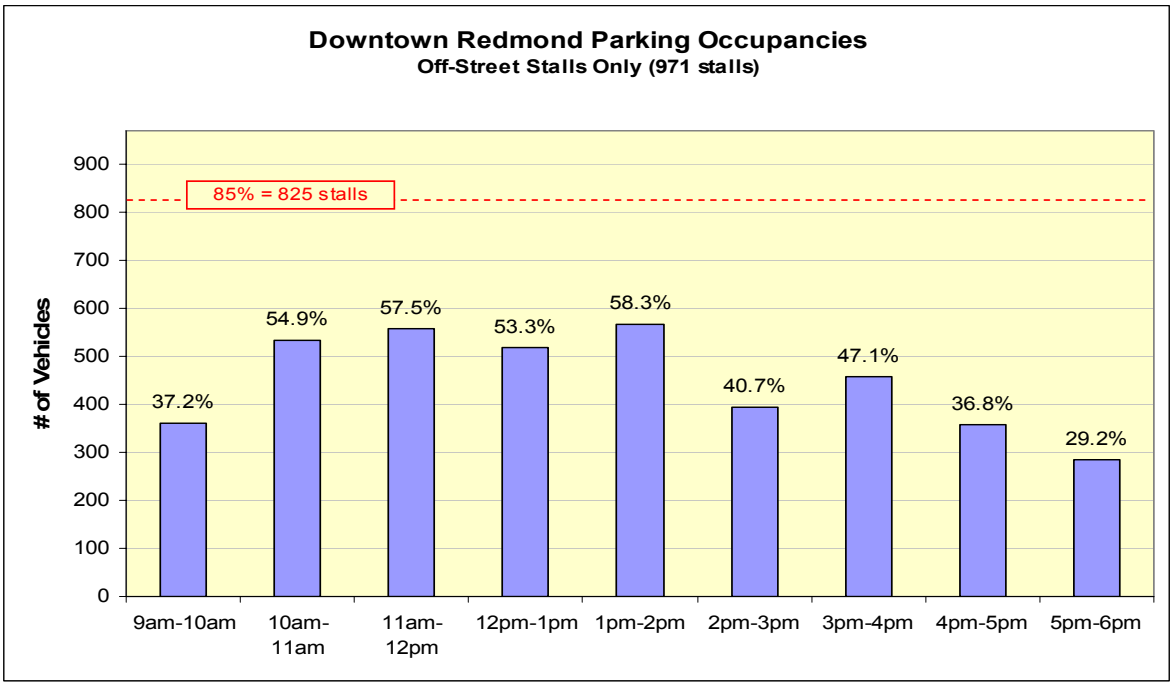
To supplement the F&P work, RWC conducted several spot surveys of additional off-street facilities and found peak hour occupancies of approximately 63.3%. This data is represented in the lower portion of **Table 5**. Data from the spot surveys was distributed into the analyses of the individual downtown districts (see Section *5, Off-street Parking Summary – by Downtown District* below)
.
Figure C provides an illustration of occupancies for each hour of the nine-hour survey day using only the Fehr & Peers data[15].

[14] The full report and summary was published December 29, 2006 and is available from the City of Redmond.
[15] The RWC sample of off-street lots was provided in "spot samples" and does not directly correlate with the F&P data, as such, Figure C displays only on the F & P findings. The effect of occupancies from the RWC spot samples can be found in the analyses of individual downtown districts summarized in Section IV.B, 5, below.

Table 5
Off-Street Parking Summary by Land Use Type

Type of Stall	# of Stalls *Fehr & Peers*	Peak Hour	Peak Occupancy	Stalls Available (empty)
All Stalls	***971***	***1 – 2 pm***	***58.3%***	***405***[16]
Retail	570	1 – 2 pm	62.6%	213
Civic	91	11 – noon	54.9%	41
Office	288	11 – noon	66.0%	98
Residential	22	7 – 8 am	50.0%	11
Type of Stall	**# of Stalls *RWC Spot Sample***	**Peak Hour**	**Peak Occupancy**	**Stalls Available (empty)**
All Stalls	***946***	***12 – 1 pm***	***63.3%***	***347***[17]
Retail	497	noon – 1 pm	75.3%	123
Civic	55	11 – noon	81.8%	10
Office	394	noon – 1 pm	48.2%	204

Figure C



[16] Variation between inventoried and samples stalls exists here due to varied peak hour unique to each land use type.
[17] Variation between inventoried and samples stalls exists here due to varied peak hour unique to each land use type.

From data derived for the off-street system, the following conclusions can be derived for off-street parking within the combined study zone:

- The overall occupancy of the off-street system within the study zone is 58.3% at the peak hour of 1:00 p.m. – 2:00 p.m.
- The peak occupancy of the off-street system is very similar to that found in the on-street system.
- The combined off-street system is underutilized, having an abundance of available parking during the peak hour.

E. Off-street Parking Summary – by Downtown District

As with the on-street system, it is important to sort the off-street data to create an understanding of how parking activity is distributed over specific areas of the downtown. For purposes of this analysis, survey sample data was distributed by district then extrapolated to the total supply of off-street parking within each downtown district. Though the overall downtown combined peak occupancy is 58.3%, significant variations are exhibited within that average.

Table 6 provides a summary of off-street usage by district[18]. All districts are operating with peak occupancies of less than 85% for their combined off-street supplies. Old Town has the highest rate of occupancy at 79.3%, leaving 140 unoccupied stalls in the peak hour. This followed by Town Square, which peaks at 76.4%, leaving 477 stalls empty and available in that district. Sammamish Trail peaks at 63.6%, leaving 337 stalls empty and available in the peak hour. East Hill (52.7%) and Anderson Park (52.3%) each have low peak hour occupancies, leaving a combined supply of 778 available stalls between the two areas. Overall, the combined supply of off-street parking spreads 2,212 empty peak hour stalls throughout the five district study zone.

Table 6
Off-street Peak Occupancies

Downtown District	Total # of Stalls	Sampled Stalls	Peak Hour	Peak Occupancy	Empty Stalls Extrapolated to Total
Sammamish Trail	1298	925	noon – 1 pm	63.6%	472
Town Square	1,690	284	11:00 – noon	76.4%	477
East Hill	825	112	11:00 – noon	52.7%	390
Anderson Park	814	509	1:00 – 2:00 PM	52.3%	388
Old Town	678	87	1:00 – 2:00 PM	79.3%	140
Total	***5,305***	***1,917***	***1:00 – 2:00 PM***	***58.3%***	***2,212***

F. Park and Ride Activity Summary

The City of Redmond has a significant off-street parking asset in the Park and Ride facility located at 161st Avenue and NE 83rd Street. This lot has a 372 stall capacity. This lot was specifically left out of the off-street supply listed above, due to the very specific nature of its

[18] Table 6 combines the results from the Fehr & Peers study with the RWC spot sample to provide a more thorough off-street sample size. The combined data sets present a more representative picture of off-street usage than exclusively using a single data set.

intended use. In other words, this lot is not designed to provide a direct "access benefit" to land uses located in the downtown, but rather serves as a benefit to the commuters bound for areas outside of downtown Redmond (i.e. downtown Seattle). For this reason, the lot is treated separately.

Table 7 summarizes the Park and Ride facility's utilization.

Table 7
Park and Ride Lot Summary

Type of Stall	# of Stalls	Peak Hour	Peak Occupancy	Stalls Available (empty)
Park and Ride Lot	***372***	***noon – 1 pm***	***87.4%***	***47***

As **Table 7** indicates, the lot has peak hour occupancies of 87.4%, which is much greater than the average occupancy for either on street or non-Park and Ride off-street lots in the downtown. *As demand for park and ride space increases over time, the parking management plan developed for this study will need to assure that users of this lot do not spill over into the on-street supply adjacent to the lot.*

G. Combined On and Off-Street Parking Summary

As a final measure of use, both on and off-street data were combined to provide a sense of capacity for the entire system of parking within the study zone.

From this perspective, combining on and off-street parking survey data results in a system-wide peak occupancy of 58.5%. Again, this total does not include occupancies associated with the downtown Park & Ride facility.

Table 8 and **Figure D** illustrate parking utilization during the survey period.

Table 8
Combined System Peak Occupancies By District

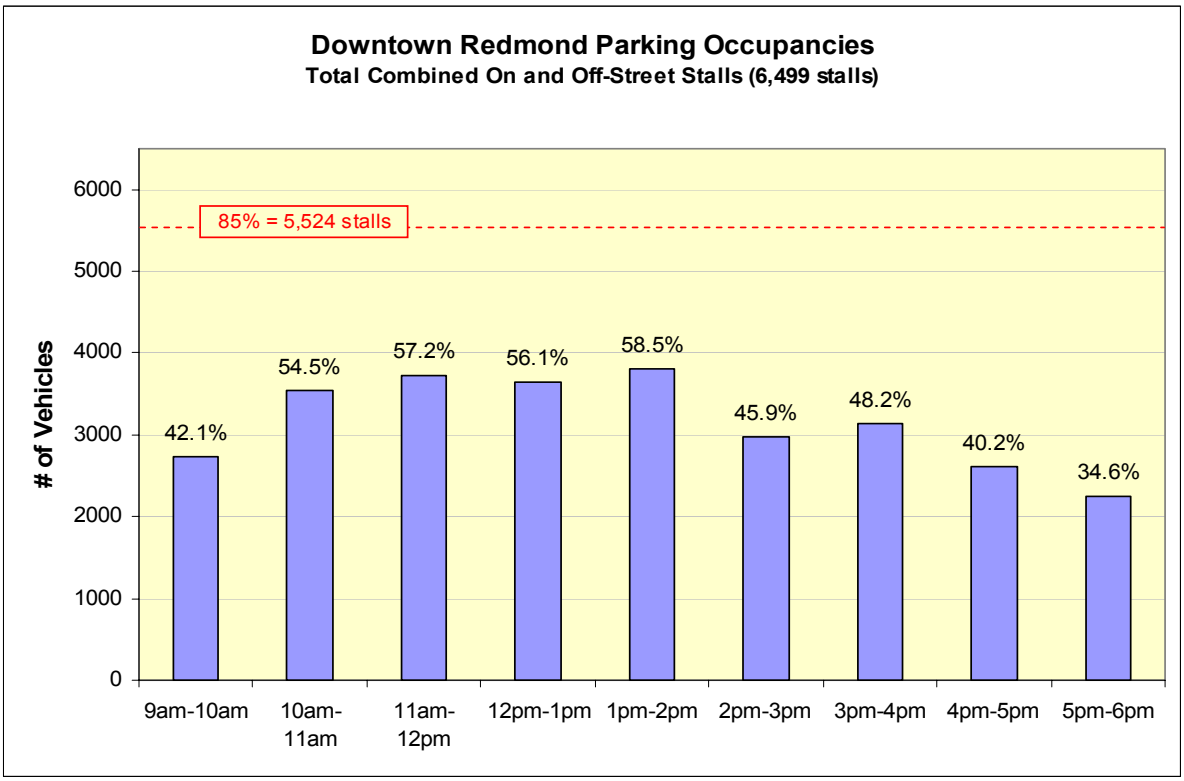
Downtown District	On-Street Peak Occupancy	Average Length of Stay (On-Street)	Off-Street Peak Occupancy	Combined System (On & Off-Street) Peak Occupancy	Total Combined Stalls	Stalls Available (empty)
Sammamish	95.1%	4hr/00 min	63.6%	65.9%	1,400	477
Town Square	85.0%	4hr / 24min	71.8%	74.1%	2,137	553
East Hill	44.1%	2hr / 56min	29.7%	33.0%	1,081	725
Anderson Park	31.1%	2hr / 40min	52.3%	48.0%	1,028	535
Old Town	74.9%	2hr / 29min	79.3%	78.4%	853	184
Total	***59.6%***	***3 hr/5 min***	***58.3%***	***58.5%***	***6,499***	***2,697***

From data derived for the combined parking system, the following conclusions can be derived:

- The peak hour occupancy of the combined five districts' on and off-street parking system is 58.5%.

- Where on-street parking is most constrained (i.e., Sammamish and Town Square) average length of stay on-street is four hours or greater, indicating very high employee use.
- Though on-street occupancies in Sammamish are very constrained, off-street supply is underutilized.
- Excepting the on-street system in Sammamish, all districts have an abundance of available parking during the peak hour. The combined five district system currently maintains a total of 2,697 empty stalls available for use during the peak hour.

Figure D



E. PARKING RATIOS – BUILT SUPPLY AND ACTUAL DEMAND

Parking ratios express the actual number of parking spaces available to serve demand for land uses (i.e., office, retail, residential and/or mixed-use development). The number of stalls represented by a parking ratio may exceed actual demand for parking or fall short of that demand. Demand ratios, on the other hand, are generally expressed in the context of peak hour use of a specific built supply of parking. In other words, demand ratios represent an estimate of the actual number of stalls occupied at the peak hour relative to occupied land uses. Effectively managing the relationship between land uses, built and occupied parking supply is a fundamental challenge of parking management.

Understanding the difference between the ratios of built supply and the ratio of actual demand is an important element for parking management. Parking ratios based on actual demand allow cities the ability to plan for parking at a rate consistent with actual use, thereby reducing overall parking development costs over time. An understanding of actual demand also allows a city to estimate the impact of new development on an existing supply of parking.

The exercise represented in this section is an attempt to develop a better understanding of parking supply and demand for Redmond. To that end, the consultant team derived two "ratios" from the data analysis.

- The actual *Built Ratio* of available on and off-street parking stalls in relation to total built land uses in the Downtown Redmond study zone.
- The actual current *Demand Ratio* for parking stalls per total built land use based on actual usage data from the "typical day" survey.[19]

1. Methodology

The consultant team developed a comprehensive list of all land uses within the downtown study area using the most current land use data for the downtown. This information was provided by the City of Redmond. Square footages were derived for commercial, retail and institutional properties only (i.e., no residential). The resultant *built ratio* of parking to land use then is reflective of the total availability of parking serving a mixed-use environment in the downtown. The *demand ratio* reflects the demand for parking stalls associated with that land use using actual peak occupancy data from the 2007 parking survey. The consultant team was then able to express actual parking ratios per 1,000 square feet of mixed-use development for Redmond's Downtown.[20]

2. Findings

Parking demand ratio calculations revealed two different, but equally useful correlations:

- *Combined Built Stalls to Built Land Use*. This represents the total number of existing parking stalls correlated to total existing land use square footage (occupied or vacant) within the study area. According to data provided by the City, there is approximately 1,582,780 square feet of commercial uses in the study zone. At this time, about **4.10 parking stalls per 1,000 square feet of built land use** have been developed/provided within the study area.
- *Combined Peak Demand to Occupied Land Use.* This represents peak hour occupancy within the entire study area combining the on and off-street supply. As such, actual parked vehicles were correlated with actual occupied building area.[21] From this perspective, current peak hour demand stands at a **ratio of approximately 2.71 parking stalls per 1,000 square feet of built land use.**

Table 9, below, summarizes the analysis used to determine the combined built ratio of parking to total built land use (i.e., 1,582,780 total square feet) and general demand for that parking based on the peak hour occupancy/demand for all parking inventoried in the study area.

[19] Data from the Tuesday, June 19, 2007 was used to develop this analysis.

[20] This analysis quantified the relationship between land uses, parking occupancy and built parking supply. Though not a definitive measure of demand by specific land use types, this exercise was useful in deriving estimates for overall demand in Redmond based on actual parking activity in the downtown.

[21] For purposes of this analysis, a mixed use vacancy rate of 6% was used.

Table 9 also summarizes built and actual demand for each district within the study zone. From this perspective it is clear that demand for parking in Town Square (a) significantly exceeds the combined average for the study zone (i.e., 4.11 versus 2.71) and (b) exceeds the City's current maximum standard for commercial uses (i.e., 3.50 stalls/1,000 gsf). All other areas use parking at a rate that is less than the City's current maximum standard, with Sammamish Trail, East Hill and Anderson Park well below 3.0 stalls/1,000 gsf.

Table 9
Study Area Demand by District – Mixed Land Use to Built Supply

Area	Total Parking Stalls Built	Built Land Use (gsf)	Built Ratio of Parking	Land Use (gsf) (w/ estimated 6% vacancy rate)	Actual # of stalls occupied in peak hour	Actual Demand (based on peak parking occupancy)	Current Minimum and Maximum Requirement per 1,000 gsf
Sammamish Trail	1,400	447,558	3.13/1,000 gsf	420,705	923	2.19/1,000 gsf	2.0 / 3.5
Town Square	2,137	409,214	5.22/1,000 gsf	384,661	1,584	4.11/1,000 gsf	2.0 / 3.5
East Hill	1,081	163,130	6.63/1,000 gsf	153,342	357	2.33/1,000 gsf	2.0 / 3.5
Anderson Park	1,028	346,613	2.97/1,000 gsf	325,816	493	1.51/1,000 gsf	2.0 / 3.5
Old Town	853	216,265	3.94/1,000 gsf	203,289	669	3.29/1,000 gsf	2.0 / 2.0
TOTAL	***6,499***	***1,582,780***	***4.10/1,000 gsf***	***1,487,813***	***4,026***	***2.71/1,000 gsf***	

To date, parking has been *built* at an average rate of 4.10 stalls per 1,000 square feet of development within the downtown Redmond study zone. This rate appears to have been effective, though significant stall availability exists within the parking system.

Land uses in Downtown Redmond are generating parking *demand* ratios of 2.71 stalls per 1,000 SF of commercial/retail development in the combined study zone. This number ranges as high as 4.11 stalls per 1,000 gsf (in Town Square) to as low as 1.51 stalls per 1,000 gsf in Anderson Park. In general, parking is being utilized at a rate that is less than (a) is being built and (b) the City's maximum parking allowance.

As this study transitions to the parking strategy phase, programs and strategies will need to be examined that assure parking is provided at a rate appropriate to growth and marketability as well as in a format that is efficient, cost effective and supportive of the downtown vision of higher density and more compact urban development.

For purposes of comparison, **Table 10**, below, provides a summary of built supply to actual demand for other cities that the consultant team has worked with.

Table 10
Other Cities – Summary of Built Supply to Actual Demand

City	Minimum Requirement/ 1,000 SF Or Actual Built Supply	Actual Demand/1,000 SF	Gap between parking required and actual parking demand (for every 1,000 gsf)
Beaverton, OR	4.15	1.85	2.3
Bend, OR	3.0	1.7 – 1.9	1.1 – 1.3
Corvallis, OR	2.0	1.50	0.50
Hillsboro, OR	3.0	1.64	1.36
Hood River, OR	1.54	1.23	0.31
Kirkland, WA	2.5	1.98	0.52
Redmond, WA	***3.5 max/4.10 built***	***2.71***	***0.79 – 1.39***
Sacramento CA	2.0	1.60	0.4
Salem, OR	3.15	2.04	1.11
Seattle, WA (SLU)	2.5+	1.75	0.75

F. SUMMARY – PARKING INVENTORY AND UTILIZATION/DEMAND ANALYSIS

Overall the data analysis of the Redmond parking inventory indicates that the system is operating at a low level of occupancy, with slow turnover and abundant available supply in almost all areas of the study zone. There is however a "deficit" of parking in one area of the downtown (Town Square), as parking demand in Town Square currently exceeds 3.5 stalls per 1,000 gsf (the City's general maximum allowed rate for new parking development). Potential regulatory changes within the context of the parking maximum can be evaluated to address this discrepancy.

Overall, the availability of "surplus" parking is well located to meet the current demand for parking throughout the downtown study area. Even in Town Square (with its high use demand) and Sammamish Trail (with a constrained on-street supply), off-street parking occupancies are at 76% and 63%, respectively, leaving an abundant amount of empty and available parking in the peak hour (see Table 6, above). Whether merchants/businesses in this area can, and are willing, to direct their employees and customers into off -street locations to reduce constraints in the on-street system is a topic for additional discussion with the City and downtown stakeholders.

Also, parking is generally being provided at a rate that exceeds actual demand. The gap between parking built and parking utilized is between 0.79 and 1.390 parking stalls per every 1,000 SF of development. In the long-term, it is unlikely that this rate of parking development can continue, particularly if (a) there is a desire to use land more efficiently and (b) the cost of parking development increases as supply transitions from surface facilities to structures.

Section IV: Review of Current Parking Regulations and Guidelines

SECTION IV - Review of Current Parking Regulations and Guidelines

A. BACKGROUND

Task 3.1.5 of the work scope for the *Downtown Redmond Parking Study* calls for an evaluation of existing parking regulations in relation to the future development vision and goals of the City for the downtown. This section of the plan is intended to satisfy that task objective.

That that end, several documents were reviewed that include:

- *Transportation Master Plan (November 2005)*, particularly sections related to parking management and transportation vision and policies.
- *Redmond Comprehensive Plan*, particularly the section Future Vision for Downtown Redmond.
- *Redmond Zoning Code*, particularly those provisions of Chapter 20D.130 related to parking regulations.

In addition, the review was grounded in the consensus themes and priorities established by the Parking Stakeholder Advisory Committee (SAC) for this study, which is contained in Section II of this report. Also, the SAC approved Guiding Themes and Principles for Access in Downtown Redmond rounds out supporting documents for this review (see Section III).

B UNDERSTANDING OF THE VISION

To provide a framework for the review, it is assumed that Redmond's intent with its parking regulations is to facilitate the following:

- Pedestrian-oriented business districts and downtown neighborhoods (DT-1 of the Comprehensive Plan).
- A mixed-use urban environment (DT-3 of the Comprehensive Plan and SAC consensus theme).
- Redevelopment and infill (DT-4 of the Comprehensive Plan and SAC consensus theme).
- Integration with multi-modal access, particularly transit (DT-11 of the Comprehensive Plan, TR-37 of the Transportation Master Plan and SAC Guiding Principle).
- Minimize on-site surface parking (DT-32 of the Comprehensive Plan).
- Encourage shared parking as a means to reduce the total number of parking stalls needed (DT-32 of the Comprehensive Plan, TR-38 of the Transportation Master Plan and SAC Guiding Principle).
- Encourage structured parking as a means to maximize land use/density (DT-32 and SAC consensus theme).
- Restrict parking development as transportation options increase (TR-39 of the Transportation Master Plan and SAC Guiding Principle).
- Transition a higher percentage of downtown employees to alternative modes of access (SAC Guiding Principle).

Overall, there appears to be consistent policy and vision within these documents to provide clear guidance to future parking management. The review of regulations provided below will be evaluated within this context for areas within the boundaries of the study zone.

C. REVIEW – CONSIDERATIONS

1. *Parking Regulations*

The City currently imposes both minimum and maximum parking requirements for new development. This is a very positive position to take in managing parking, particularly as the future role of alternative modes is taken into consideration as a key element of an overall downtown access plan.

Table 20D.130.10-020(1): Spaces for Specific Land Uses

Current regulations for Restaurant and Take Out require 9 and 10 stalls per 1,000 gross square feet (gsf), respectively. "Reduced requirements" (to 5 stalls per 1,000 gsf) is allowed for specific areas of the downtown or for such uses in "multi-story" buildings.

- It is recommended that the regulation more clearly distinguish freestanding restaurants from restaurants in mixed use (multi-story) applications.

- Free standing restaurants should be credited the number of on-street spaces abutting their building frontages.

- Any restaurant or retail in a multi-story building should not have a specific parking ratio, but be incorporated into the parking ratio for the entire building, which would be considered "commercial/mixed use." This parking ratio would be based on the minimum/maximum in place for commercial office.

In the same table, the City has added new language that reads:

> *The Technical Committee may waive the parking requirement for small (less than 750 sq. ft. gfa) restaurant/café/deli uses that support/enhance the City's vision for creating/enhancing Downtown as a pedestrian place provided:*
>
> 1. *The use is located in an office building and primarily serves the occupants and guests of the office building, or*
> 2. *The use is visible from and within 100 feet of a promenade or Downtown park such as Luke Mc Redmond Park, Anderson Park, O' Leary Park, The Edge Skate Park, or the 83rd Street Promenade for example, or within 100 feet of a critical areas buffer of the Sammamish River and access to the River Trail, and the use is designed to enliven the pedestrian environment and primarily cater to pedestrians and outdoor patrons.*

Waivers for small restaurant/café/deli uses is a good idea, but an easier waiver would be to eliminate parking requirements for these uses that are (a) 750 square feet or less and (b) fronted by curb space that provides on-street parking. Simplifying the waiver to these two standards is much more concrete than (1) & (2) in the language above.

Table 20D.130.10-020(2): Required Off-street Parking (Downtown Districts)

The City recently revised footnotes in Table 20D.130.10-020(2). These changes included.

1. *The maximum number of parking stalls allowed shall be increased to (a) 5.0 stalls per 1,000 sq. ft. gfa for the retail components of mixed-use developments and (b) 5.5 per 1,000 sq. ft. for single-story retail development allowed pursuant to footnote 1 of the Permitted Land Uses Chart RCDG 20C.40.20-030.*

2. *Developments may provide parking in excess of the Maximum Allowed parking standard provided the excess parking is also available to the general public for a commercial fee, or for free and there is ample signage at the facility to inform users the excess parking stalls are available for public use for free or by fee.*

3. *Parking is not required for store front-ground floor-home office space if the space is the lesser of 450 square feet or 25% of the gross floor area of the residence the home office it is part of. (The parking exemption provided in this section shall not be effective until the adoption and implementation of a downtown parking management plan).*

4. *Plus one guest space per four units for projects with six units or more. Curbside parking along the site may be counted towards up to 25% of the required off-street parking. See Curb Length for Parallel Parking under RCDG 20D.130.10-030 Design Requirements for Parking Facilities. (The parking exemption counting curbside parking provided in this section shall not be effective until the adoption and implementation of a downtown parking management plan).*

Current minimum parking ratios generally range from 2.0 to 3.50 stalls per 1,000 gsf. Maximums range from 2.0 to 5.5 stalls per 1,000 gsf. As stated above, the imposition of minimums and maximums is a very effective means to better manage land uses, maximize density and encourage alternative modes. To this end, Redmond is much more progressive than many suburban cities in the Pacific Northwest.

However, several revisions to Redmond's regulations and requirements would further the desire and intent to intensify land uses and require further revisions of footnotes 1 – 4, above. They include:

- Evaluate existing minimum parking requirements and "recalibrate" the standard to correlate with actual demand ratios derived from the 2007 Downtown Parking study.

- Where actual demand ratios are lower than existing minimums, lower the minimum to ½ of actual demand. For instance, actual ***demand*** for parking in Anderson Park is 1.51 stalls per 1,000 gsf.[22] The current minimum requirement is 2.0. Adjusting the minimum in this area to 0.75 stalls per 1,000 gsf would assure that the regulations do not result in an unnecessary and costly over supply of parking.

[22] Actual demand number was derived from the 2007 Downtown Redmond Parking Study.

- Evaluate existing maximum parking requirements and "recalibrate" the standard to correlate with actual demand ratios derived from the 2007 Downtown Parking study. For instance, actual peak parking ***demand*** in East Hill is 2.32 stalls per 1,000 gsf. Lowering the maximum in this area would assure that (a) adequate parking is provided and (b) assure that parking is not oversupplied in a manner that would adversely impact goals and objectives to increase employee use of alternative modes.

- Where current allowed maximums are in excess of 3.5, consider allowing development to exceed the maximum, but only if the excess parking (above 3.5) is in a parking structure (i.e., Footnote 1 & 2). This would serve to (a) assure adequate parking and (b) minimize and control the size and quantity of surface parking lots.[23] Parking structures would also need to meet City design and architectural requirements.

- Consider eliminating any minimum requirement for store front-ground floor-home office space (if the space is the lesser of 450 square feet) if the building is fronted by on-street parking (i.e., Footnote 3).

- Consider eliminating the guest parking requirement for residential uses in downtown districts (i.e., Footnote 4), particularly in areas where the site is bound by on-street stalls.

Overall, these changes will bring the Redmond system more in line with actual demand demonstrated in the 2007 parking data inventory, resulting in an appropriate amount of parking provided to projects without compromising access or creating shortages.

20D.130.10-030 (15): Design Requirements for Parking Facilities

The current parking code prohibits the location of surface parking between the street and the building on Type V pedestrian walkways per the City Center Pedestrian System Map. According to City staff, this is a recent change to the City regulations and is a very good and important change that will support more active and vital streetscapes. Existing developments in the downtown have surface parking lots that separate building frontages from pedestrian walkways and parking data shows very low use of the on-street parking systems in these areas and, correspondingly, low pedestrian activity. The Type V pedestrian walkway areas comprise each of the downtown districts that make up the parking study zone. These include:

Town Square
Sammamish Trail
Anderson Park
Old Town

The East Hill district is a Type IV pedestrian walkway area (with a residential priority), which allows a setback between the building and walkway, but only for landscape. As such, this is

[23] The 2007 Downtown Redmond Parking Study found peak parking demand in Town Square to be 4.11 stalls per 1,000 gsf.

consistent with efforts to limit surface parking in a manner that might detract from pedestrian and street level vitality.

Within this section of regulations the City might consider:

- Adding language that would require the formatting and layout of surface parking to demonstrate the use of the lot as a future development pad. This would assure that surface parking is laid out in a manner that leaves open the possibility for future development without the need to demolish a building. Much of the surface parking in the study zone is laid out in a manner that would require demolition of buildings to recapture existing lots as development pads.

20D.130.10-040: General Parking Requirements

This section of the City's parking regulations is a very positive step, given the desire to reduce the overall quantity of parking actually built. The City's recent language revisions for both Cooperative Parking Facilities and Shared Parking (i.e., (b) and (d) of 20D.130.10-040 are also positive changes that will encourage more efficient use of parking facilities, particularly in areas where two or more land uses can be coordinated. Additional recommendations for this section of the City's general parking requirements include:

- Consider a floor area bonus for below grade parking.[24]

- Consider prohibiting parking in building set back areas (i.e., between sidewalk and building face) in other commercial areas of the downtown (i.e., outside the study zone. Parking in these areas tends to become memorialized as surface parking.

Ground Floor - Active Use

2. *Design criteria for parking*

20D.40.115-020 (c): Building Orientation and Access

Current downtown design standards do not require ground level "active uses" for parking garages. The standard calls for screening, artwork, benches and/or awnings but not an active commercial use. The City should consider the following for implementation in the districts within the study zone:

- Amend parking garage requirements to require a certain percentage of the ground level of a parking structure (particularly if it is free standing) to be in ground floor active uses. This will assure that the garage creates and contributes to a more vibrant and commercially viable streetscape.

Ground Floor – Awnings/Screened

[24] In some business districts in Portland, Oregon a bonus of 2 square feet of building area is given for every 1 square foot of below grade parking.

- Establish a minimum requirement for ground floor windows in parking garages to:

    a. Provide a pleasant, rich, and diverse pedestrian experience by connecting activities occurring within a structure to adjacent sidewalk areas;

    b. Encourage continuity of retail and service uses;

    c. Encourage surveillance opportunities by restricting fortress-like facades at street level; and

    d. Avoid a monotonous pedestrian environment.

- Add language that would encourage and/or require the location of pedestrian elevators and stairwells that are oriented to "active use streets." This would facilitate users of parking facilities landing on streets designated for retail and active uses during pedestrian ingress and egress from parking structures.

20D.40.45-060 Parking Lot Location and Design.

Circulation design standards of 20D.40.45-060 (which discourage, but do not prohibit surface lots between building face and sidewalk) are not consistent with new parking regulations in 20D.130.10-030 (15), which prohibits such surface lot development.

- The two parking location and design standards should be mutually reinforcing. As such, the City should consider amending language in 20D.40.45-060 to mirror language in 20D.130.10-030 (15) that prohibits specific types of surface lot development.

20D.40.45-060 is also silent on location and design standards for parking structures.

- The City should consider adding language to this section that is reflective of the recommendations for structured parking garages described above as related to 20D.40.115-020 (c): Building Orientation and Access.

D. OTHER CONSIDERATIONS

As stated earlier, the City of Redmond's efforts within its General Parking Requirements and Design Criteria for parking have incorporated elements that contribute to the City's vision for a more urban, compact, pedestrian friendly and transportation efficient downtown. To that end the revisions to regulatory documents, coupled with the recommendations above, will place Redmond "ahead of the curve" in relation to other comparable emerging urban centers.

Nonetheless, many of the changes that have been made to the regulatory code have added complexity to the development process, both for developers and for those in the City reviewing applications. For example, the City's waiver process for dealing with smaller business types and ground level land use activity is predicated on the fact that parking standards require a minimum amount of parking.

As a means to reduce complexity and streamline the regulatory process, many cities have moved to eliminate minimum standards and lower maximum allowances in downtown districts. These cities include Seattle and Olympia, WA and Portland, Bend and Milwaukie, OR (to name

only a few). Elimination of the minimum parking requirements in downtown districts allows developers and financing entities to let the market determine minimum parking need, while governing the overall amount of parking built within a parking maximum. Interestingly, elimination of the minimum parking standard in these cities (a) has not resulted in a loss of development, (b) has not contributed more to congestion than cities with minimum standards, but has (c) contributed to more dense development, (d) facilitated more efficient use of on-street parking systems for ground level uses and (e) promoted greater use of cooperative and shared use parking facilities.

In short, Redmond's use of minimum parking requirements has led to the development of a fairly elaborate system of waivers within the code. Whenever waivers to a standard are provided for, it leads to the question of whether the standard being waived is appropriate. Cities that have elected to eliminate minimum parking standards have seen an increase in the efficiency and clarity of their development standards with results that support the type of vision that is incorporated in many of Redmond's visioning plans.

E. ADEQUACY OF PARKING FOR NEW DEVELOPMENT

An element of Task 3.1.5 was to provide input on the question of "whether existing parking regulations will create adequate parking to meet demand." *After review of the City's parking regulations, with input from the initial occupancy and use data from the 2007 Parking Study, it appears that existing regulations are generous in allowing developers to provide parking at a rate adequate to meet demand*. As described in Section III of this report (i.e., Parking Inventory and Utilization/Demand Analysis), the actual demand for parking within the combined study zone is approximately 2.91 stalls per 1,000 gross square feet (gsf) of development. This rate of demand is greater than the minimum requirement of 2.0 stalls per 1,000 gsf and well below the maximum rate of 3.5 stalls per 1,000 gsf. At the combined "downtown" level, the regulations allow parking development at a rate that is greater than actual demonstrated demand.

Of course, individual variations in demand do occur by district. For instance, current land uses in Anderson Park generate actual parking demand of 1.51 stalls/1,000 gsf. However, the minimum parking required for development in Anderson Park is 2.0 stalls/1,000 gsf. Town Square, on the other hand, generates an actual demand of 4.11 stalls/1,000 gsf but is "limited" to a maximum of 3.5 stalls.

To account for these variations and to continue the City and stakeholders' desire to limit surface parking, the City should consider the regulatory changes recommended to 20D.130.10-020(2): Required Off-street Parking (Downtown Districts) in Section III, above.

F. SUMMARY – REVIEW OF CURRENT PARKING REGULATIONS AND GUIDELINES

Overall, Redmond's design and regulatory standards for parking are very good, especially for a suburban city. In general, the existing minimum requirements are generating more than adequate amounts of parking to secure future on-site needs. More work needs to be done to assure that parking minimums and maximums are (a) preserved and (b) correlated directly to the actual demand figures produced by the 2007 Downtown Parking Study.

Over time, existing parking maximums should be recalibrated to desired and adopted non-single occupant vehicle (SOV) mode split goals and objectives (for transit, ridesharing, biking and walking). Stated differently, current parking demand is 2.79 stalls per 1,000 gsf within the study

zone and non-SOV trips are 13%.[25] If parking maximums were "recalibrated" to a new non-SOV goal of (for instance) 25%, would demand stay at 2.79 stalls or drop to a lower number, thereby allowing for a decrease in the current maximum standard (i.e., 3.50/1,000 gsf)? The basis for "recalibration" will be a discussion with stakeholders and the City regarding future commitments to transit, biking and walking and the infrastructure programs necessary to effect a transition of more trips to alternative modes.

Further, additional thought needs to be given to the long-term position the City will take toward surface parking. At current standards (i.e., 3.50 stalls/1,000 gsf), the land area allowed for parking (if on surface lots) is still greater than the area of the building built. For instance, a two-story, 20,000 square foot building would be allowed up to 22,750 square feet of parking (i.e., 70 stalls at 325 feet per stall). The relationship of parking area to building pad (about 10,000 gsf in this example) is more than 2 to 1. Unless parking is minimized or encouraged into structures, it will be difficult for Redmond to "urbanize" to any significant degree.

Finally, the City should assure that as parking garages are constructed that their design, ground level appearance and use and orientation to the pedestrian environment be clearly delineated in the regulations. While garages are necessary to the City's goal to create more density, their role in supporting and contributing to the architectural integrity and economic vitality of an area should also be managed through regulatory guidelines.

[25] This mode split estimate was derived from 2005 census data for Redmond and provided to the consultant by the City.

SECTION V: Parking Management Strategies for Implementation

SECTION V – Parking Management Strategies for Implementation

As a result of the data collection and analysis, as well as continuing discussions with the City and stakeholders, specific parking management strategies have been identified and are recommended for consideration. Recommendations for changes in current policy/code and several near-term strategies (Phase 1) will optimize the efficiency of the *existing* parking inventory in Downtown Redmond. Additional mid- and longer-term strategies (Phases 2 & 3) are also recommended for consideration. The strategies recommended in this report are designed to assist the City to more effectively manage its downtown parking supply.

These recommendations are organized as follows:

- Policy Level Actions
- Recommended Parking Management Strategies: Phases 1 – 3

A summary of all recommended Actions and Strategies is attached as Table 1 at the end of this report. A summary of potential costs associated with key elements of these recommendations is attached as Table 2 at the end of this report.

A. POLICY LEVEL ACTIONS (Immediate Implementation)

The following policy elements have been included to ensure the goals of the parking management plan can be achieved by incorporating parking system management into the City's development policy. Application of the 85 percent occupancy standard as the threshold for decision-making becomes the unifying monitoring device connecting these various policy elements. Formalizing the policy recommendations assures that the life of the parking management plan extends beyond the first round of strategy implementation. As such, it is recommended that the Policy Recommendations be adopted immediately by the City of Redmond.

1. Assign the responsibilities of a "Parking Manager/Coordinator" for the City of Redmond.

Guiding Principle(s) Supported:

- ✓ Centralize management of the public parking supply.
- ✓ Provide clear and strategic direction to assure that new development maintains / improves overall access

The complexity of parking and access will increase as the City and the downtown grows through redevelopment and increased demand for access. A single person should be assigned to oversee and manage all aspects of the program associated with parking in the downtown districts. This person will also be responsible for transitioning strategies developed as a part of the 2007 study for downtown to each downtown district as demand for parking increases over time.

Ideally, this person would staff a representative stakeholder group (see below) to routinely review overall parking activity in the downtown as well as by district. Information developed through periodic update of the parking inventory (i.e. 85% Rule) would be used to evaluate "action triggers" and implement appropriate adopted strategies as necessary. The Parking

Manager/Coordinator would also be charged with refining and shepherding the policy recommendations outlined in A. 3 – 6 below through the appropriate City processes. At the outset, the Parking Manager would be committed as a 0.25 to .50 FTE position, growing over time to 1.0 FTE as more downtown districts are brought into the parking management program/system.

The City "process" for approving this type of service addition should be completed immediately to facilitate near-term hiring or restructuring of an existing position. It is important that this position be filled by an individual who understands and is committed to the recommendations and policy framework set forth in this report.

2. Establish an advisory role for stakeholders to assist in parking program implementation and review.

Guiding Principle(s) Supported:

- ✓ Centralize management of the public parking supply and assure a representative body of affected private and public constituents helps to inform decision-making.
- ✓ Provide clear and strategic direction to assure that new development maintains/ improves overall access
- ✓ The City's public information system should provide a clear and consistent message about auto parking to optimize utility and convenience for all users.

The City should develop a process through which a representative cross section of downtown interests *routinely* assist the Parking Manager/Coordinator in the review and on-going implementation of the Parking Management Plan. Other participants would include the Greater Redmond TMA as well as King County Metro.

The stakeholder advisory process will (a) assist the Parking Manager/Coordinator in the implementation of the parking management plan; (b) review parking issues over time; and (c) advise City Council on strategy implementation based on the Guiding Principles for parking management and use dynamics identified for each downtown district.

3. Adopt policies and rules to guide parking management.

a. Codify *Guiding Principles for Parking Management* as elements of City Code.

Guiding Principle(s) Supported:

- ✓ Centralize management of the public parking supply.
- ✓ Provide clear and strategic direction to assure that new development maintains / improves overall access

The Guiding Principles provide a framework for managing parking and decision making in the downtown over time. "Codifying" the Guiding Principles by incorporating them into the Comprehensive Plan will serve to inform future management decision-making as well as development of future public facilities. Incorporating these principles into City Code and policy assures the intent and purpose for parking management, established through consensus in this study, is carried out over time.

b. Adopt the 85% Rule to facilitate/direct parking management strategies.

Guiding Principle(s) Supported:

- ✓ Manage the public parking supply using the 85% Rule to inform and guide decision-making.
- ✓ Recognize that on-street parking is a finite resource and needs to be managed to assure maximum access for patrons.
- ✓ If parking in public supply in the downtown area exceeds the 85% full standard, employee parking must be phased out/eliminated first.

The 85% Rule is a measure of parking utilization that acts as a benchmark against which parking management decisions are based. Within the parking industry, it is assumed that when an inventory of parking exceeds 85% occupancy in the peak hour, the supply becomes constrained and may not provide full and convenient access to its intended user. Once a supply of parking routinely exceeds 85% occupancy in the peak hour, the 85% Rule would require that parking management strategies be evaluated and/or implemented to bring peak hour occupancies to a level below 85% to assure intended uses are conveniently accommodated.

The parking inventory for Redmond revealed that existing peak hour occupancies in the Sammamish Trail and Town Square districts are at or exceed 85% in the peak hour (on-street). This would suggest moving forward with strategies identified in this report in these districts in a timely way (see, Phase 1 strategies, below). The 2007 study also revealed that other downtown districts are generally operating at less than 85 percent at this time. Having the 85% Rule formalized in policy will assure that a process for evaluating and responding to future parking activity in these areas is in place.

c. Add language to 20D.130.10-030 (15) that would require the formatting and layout of surface parking to demonstrate the use of the lot as a future development pad. This would assure that surface parking is laid out in a manner that leaves open the possibility for future development.

Guiding Principle(s) Supported:

- ✓ Provide a parking product that is of the highest quality to create a safe and positive customer experience with parking and the downtown.
- ✓ Integrate future parking into the pedestrian system to assure connectivity between areas and activities.
- ✓ Provide clear and strategic direction to assure that new development maintains / improves overall access

The current parking code prohibits the location of surface parking between the street and the building on Type V pedestrian walkways per the City Center Pedestrian System Map. According to City staff, this is a recent change to the City regulations and is a very good and important change that will support more active and vital streetscapes. Existing developments in the downtown have surface parking lots that separate building frontages from pedestrian walkways and parking data shows very low use of the on-street parking systems in these areas and, correspondingly, low pedestrian activity. The Type V pedestrian walkway areas comprise each of the downtown districts that make up the 2007 parking study zone. These include:

- Town Square
- Sammamish Trail
- Anderson Park
- Old Town

The East Hill district is a Type IV (with a residential priority), which allows a setback between the building and walkway, but only for landscape. As such, this is consistent with efforts to limit surface parking in a manner that might detract from pedestrian and street level vitality.

To assure clarity within this section of regulations the City should consider adding language that would require the formatting and layout of surface parking to demonstrate the use of the lot as a future development pad. This would assure that surface parking is laid out in a manner that leaves open the possibility for future development. Much of the surface parking in the study zone is laid out in a manner that would require demolition of buildings to recapture existing lots as development pads.

d. Amend requirements in 20D.130.10-030 (15)(a) to require a certain percentage of the ground level of a parking structure (particularly if it is free standing) to be in ground floor active uses such as retail (preferably) or commercial office uses.

Guiding Principle(s) Supported:

- ✓ Provide a parking product that is of the highest quality to create a safe and positive customer experience with parking and the downtown.
- ✓ Integrate future parking into the pedestrian system to assure connectivity between areas and activities.

Current downtown design standards do not specify a base standard for the amount of space at the ground level (in "active uses") that would be required for new parking garages. Ground floor active use standards are intended to reinforce the continuity of pedestrian-active ground-level building uses. The standards are also to help maintain a healthy urban district through the interrelationship of ground floor building occupancy and street level accessible public uses and activities. Active uses include but are not limited to: lobbies, retail, commercial, and office. Developing a base percentage requirement creates a consistent standard and appearance that assures future garages contribute to the pedestrian and streetscape environment.

It is recommended that the City consider the following for implementation in the districts within the study zone:

Amend parking garage requirements to require a certain percentage of the ground level of a parking structure (particularly if it is free standing) to be in ground floor active uses. This will assure that the garage creates and contributes to a more vibrant and commercially viable streetscape.

To this end, establish a minimum requirement for ground floor windows in parking garages to:

1. Provide a pleasant, rich, and diverse pedestrian experience by connecting activities occurring within a structure to adjacent sidewalk areas;

2. Encourage continuity of retail and service uses;
3. Encourage surveillance opportunities by restricting fortress-like facades at street level; and
4. Avoid a monotonous pedestrian environment.

e. Add language to <u>20D.40.115-020 (c)</u> to require the location of pedestrian elevators and stairwells that are oriented to "active use streets." This would facilitate users of parking facilities landing on streets designated for retail and active uses during pedestrian ingress and egress from parking structures.

<u>Guiding Principle(s) Supported:</u>

- ✓ Provide a parking product that is of the highest quality to create a safe and positive customer experience with parking and the downtown.
- ✓ Integrate future parking into the pedestrian system to assure connectivity between areas and activities.

Current language in 20D.40.115-020 (c) does not require the developer of a parking structure to consider the location of pedestrian ingress and egress points from the perspective of their contribution to enhancing the pedestrian environment that surrounds the parking facility. Locating pedestrian elevator and stairwell plazas in a manner that drops people exiting garages onto streets intended for retail, entertainment and active commercial purposes allows a garage to be used as a generator of pedestrian activity in areas that would benefit by such activity. For this reason it is recommended that 20D.40.115-020 (c) be strengthened to be more specific as to how pedestrian access points are designed and located within a project.

f. Circulation design standards of 20D.40.45-060 (which discourage, but do not prohibit surface lots between building face and sidewalk) are not consistent with new parking regulations in 20D.130.10-030 (15), which prohibits such surface lot development. Reword each parking standard to be consistent with the intent to prohibit surface parking between a building face and a pedestrian sidewalk.

<u>Guiding Principle(s) Supported:</u>

- ✓ Provide a parking product that is of the highest quality to create a safe and positive customer experience with parking and the downtown.
- ✓ Integrate future parking into the pedestrian system to assure connectivity between areas and activities.
- ✓ Provide clear and strategic direction to assure that new development maintains / improves overall access

The two parking location and design standards should be mutually reinforcing. As such, it is recommended that the City amend language in 20D.40.45-060 to mirror language in 20D.130.10-030 (15) that prohibits specific types of surface lot development.

g. 20D.40.45-060 is silent on location and design standards for parking structures. The City should add language to this section that is reflective of the recommendations for structured parking garages described above in (d) & (e) as related to 20D.40.115-020 (c): Building Orientation and Access.

Guiding Principle(s) Supported:

- ✓ Provide a parking product that is of the highest quality to create a safe and positive customer experience with parking and the downtown.
- ✓ Integrate future parking into the pedestrian system to assure connectivity between areas and activities.
- ✓ Make downtown parking user-friendly – easy to access, easy to understand.
- ✓ Provide safe, secure and well-lit parking in the downtown to allow a sense of security at all times on street and off-street.

Design elements should be incorporated into regulation that assure that the architectural design of a facility contributes to the integrity of the surrounding area, maintains and provides for active ground level uses and enhances the pedestrian environment and connections between the facility and desired economic uses.

4. Establish a Downtown Parking and Transportation Fund as a mechanism to direct funds derived from parking into a dedicated fund.

Guiding Principle(s) Supported:

- ✓ Provide a "parking product" in the downtown that is of the highest quality to create a safe and positive customer experience with parking and the downtown.
- ✓ Strategically locate and actively manage parking under public control.
- ✓ Dedicate all net downtown parking revenues for downtown parking and maintenance operations and ensure on-going downtown parking solutions are financially sustainable.

As the supply of parking becomes constrained over time, it will be important to direct funds into a specific account intended to support on-going transportation and access in the downtown. This can be done with existing and future parking-related revenue, or with net new revenues generated as a result of implementation of this plan. The Downtown Parking Fund should be dedicated to (not in priority order at this time):

a) Debt service
b) Parking operations (on-street/off-street/enforcement)
c) Garage maintenance
d) Marketing and communications
e) Transportation Demand Management programs
f) New supply

It is recommended that such a fund be established as soon as feasible to ensure that net new revenues are captured within the fund.

5. Identify additional funding sources for future parking development and parking system management.

Guiding Principle(s) Supported:

- ✓ Strategically locate and actively manage parking under public control and/or ownership to accommodate customer access to the area.
- ✓ Ensure on-going downtown parking solutions are financially sustainable

The fiscal challenges of parking, transportation, and economic development in a downtown are common to many communities across the country. Rapid changes in development patterns over the past thirty years have resulted in significant changes to the urban landscape and many downtowns have had to re-examine services they provide and the revenue sources used to fund them. In most instances, communities use a combination of funding sources to cover transportation capacity needs.

Some combination of revenue sources will be necessary to assure the feasibility of future structured parking in the downtown, particularly funding associated with a publicly owned facility. A single revenue source is unlikely to cover the cost of parking development. Similarly, many of the recommendations for improvement outlined in strategies below will require revenues sources beyond those generated exclusively from the parking system (see Section B, Parking Management Strategies). Sources in other cities have included one or a combination of user revenues, event surcharges, Local Improvement Districts, revenue and general obligation bonds, public utility districts and 63-20 financing.

It is recommended that the Parking Manager/Coordinator and Parking Advisory Committee evaluate a range of public and business based fees to supplement public funding for the development of new parking supply and other access improvements within the parking system.

A brief summary of initial program costs is provided in Table 2 at the end of this report.

6. Re-evaluate current City Fee in Lieu program and policy.

Guiding Principle(s) Supported:

- ✓ Ensure on-going downtown parking solutions are financially sustainable.

The City currently provides a fee-in-lieu option for developers that would elect not to build to the minimum parking standard required in parking regulations. The fee to "buy out" of the minimum parking standard is $17,000 per parking stall.

According to City staff, no development has yet availed itself of the fee-in-lieu option. This may be due to a number of reasons that include (a) the City allows surface parking to be built (which can likely be provided at less than $17,000 per stall), (b) data from the 2007 parking study indicates that actual parking demand exceeds the current minimum standard, and (c) developers are not confident that by paying the fee that their actual access demand will be provided by the City (in another facility) in return for payment of the in-lieu fee.

Many cities around the country have fee-in-lieu programs. Corvallis, Oregon (for example) has a very low fee-in-lieu (around $3,500 a stall) but has the developer sign a waiver that

recognizes that the City has no future responsibility for providing parking to the development site (thereby justifying the fee). Bend, Oregon, on the other hand, assesses a $20,000 per stall fee-in-lieu, but has a parking policy and plan that prohibits surface parking lot development and utilizes the fees to provide parking garages in the downtown to serve the needs of the development paying the fee. Bend assesses the fee at about one half the cost of the actual cost of construction of a new garage (currently estimated at about $40,000 per stall). With the fee at this level, the developer (a) has an attractive option to build less parking and (b) recognizes that future parking access in City garages will come with the requirement that monthly fees are to be paid for use of the parking.

It is recommended that the City re-evaluate its Fee-in-Lieu provision and develop a clearer policy basis for the program. Questions to answer in this regard include:

a. Does payment of the fee to the City obligate the City to provide future parking to the development site that paid the fee?
b. If yes to (a) above, does the City have a strategic plan for identifying future parking sites and a process to deliver future parking supply to fee-in-lieu sites?
c. If no to (a) above, does the City need a fee-in-lieu program?
d. Is the amount of the fee adequate/reasonable to make the program attractive to developers?
e. Are there other policies that could be implemented to support the fee-in-lieu program (e.g. limitations or prohibitions on surface parking lot development)?

Overall, the current fee-in-lieu program appears to lack a clear policy basis to support its use. Clearer policy grounding will help the City adjust/refine the program to be workable if and when a developer elected to pay the fee.

7. Continue to support and enhance incentives that encourage private sector-led strategies to reduce demand for long-term parking, and make available private parking resources for short-term public customer and other desired uses.

Guiding Principle(s) Supported:

- ✓ Make the downtown accessible to all users through multiple modes.
- ✓ Provide adequate and affordable employee parking and encourage alternate travel modes.

Developers generally provide and manage parking to serve exclusive accessory uses to their particular site. As such, sites are often developed without benefit of a process or policy that would allow for discussions to maximize both the accessory and public supply of parking in a given private project or to encourage employees to use alternative transportation modes.

Given the cost of parking development and the limited land available to development, it will be important and useful for the City to encourage the development of publicly available parking and transportation demand management (TDM) programs and infrastructure in future private development projects. The opportunity to incent either more flexible management of private supplies (allowing general public access) or additional supply for public use within a private project should be explored as well as TDM systems that could reduce overall development costs.

The first step to creating a "toolbox" of incentives (such as FAR and height bonuses) requires development of a formal policy that would allow the City to offer incentives if specific public parking and transportation goals were met in the context of a private downtown development. Initiation of those incentives would occur as a Phase 1 implementation strategy as described in B. (8) below.

B. Parking Management Strategies

Phase 1 Implementation - (by October 2008)

The following Phase 1 strategies are recommended for *near-term implementation*.

1. Appoint a Downtown Parking Manager.

Guiding Principle(s) Supported:

- ✓ Centralize management of the public parking supply.
- ✓ Manage the downtown parking supply to minimize customer/client/visitor and employee parking and traffic impacts to adjacent residentially zoned neighborhoods.

Upon approval of a budget and service package by the City Council, the City should move forward with the assignment/hiring of a downtown parking manager/coordinator or restructuring an existing City position. In the early going, the position could likely be part-time (therefore, restructuring of an existing FTE).

At the outset, it is recommended that the City dedicate 0.50 FTE to a position of parking manager/coordinator. It is estimated that if the position were new, at 0.50 FTE, that an annual expenditure of approximately $42,000 would be necessary to cover salary/wages and other associated costs.

This position would be charged with the implementation of the overall parking management plan, monitoring of parking in management districts over time, review and assistance to new development and work with the Parking Advisory Committee to facilitate decision-making based on the 85% Rule, Guiding Principles for downtown parking.

2. Initiate Parking Advisory Committee process.

Guiding Principle(s) Supported:

- ✓ Centralize management of the public parking supply.
- ✓ Assure that affected downtown constituents are involved in decision-making.
- ✓ Manage the public parking supply using the 85% Rule to inform and guide decision-making.

Once the Parking Manager is appointed and established, the process of review, evaluation and decision-making with representative stakeholder input for parking management in downtown should be initiated. A consistent and routine schedule of meetings should be established as well as use of this plan as a template for discussion of parking management and strategy implementation with the Parking Advisory Committee. In the early going, the committee could meet quarterly. As development in downtown increases, meetings and deliberations may require a monthly schedule.

3. **Eliminate all No Limit on-street parking in the Sammamish Trail and Town Square Districts and replace with a uniform on-street time stay of 2 hours within these zones.**

   a. **Strategically locate "2 Hours or by Permit" zones in Sammamish and Town Square in areas not directly abutting retail.**

   Guiding Principle(s) Supported:

   - ✓ Recognize that on-street parking is a finite resource and needs to be managed to assure maximum access for patrons.
   - ✓ Reserve the most convenient parking spaces to support customer, client, vendor and visitor access to downtown.
   - ✓ On-street parking should be preserved in the downtown area to improve customer and visitor accessibility and to facilitate revitalization of street level activities.
   - ✓ Manage the public parking supply using the 85% Rule to inform and guide decision-making.

   Based on the findings of the 2007 parking study, on-street peak hour occupancies in the Town Square and Sammamish Trail districts are at or exceed 85% in the peak hour. Sammamish Trail exceeded 90% occupancy for eight of the eleven surveyed hours. Currently, the majority of on-street parking in these districts allows all day, no limit parking is allowed in these districts. To this end, it is recommended that the on-street systems in these districts be resigned to 2 hour zones. Block faces that are adjacent to retail uses should be signed 2-hour parking only and block faces adjacent to surface parking or non-retail uses should be signed "2-hours or by Permit Only."

4. **Establish/implement an on-street employee parking permit program (i.e., paid permits) in Sammamish Trail and Town Square that would allow limited use of 2 hour stalls for on-street all day parking.**

   Guiding Principle(s) Supported:

   - ✓ Recognize that on-street parking is a finite resource and needs to be managed to assure maximum access for patrons.
   - ✓ Provide sufficient and convenient parking.
   - ✓ Transition more downtown employees into alternative modes.

   By providing a limited number of on-street monthly parking permits, the City will (a) gain control of how the on-street system in these districts is utilized, (b) be in a position to assure the 85% occupancy standard is met,[26] and (c) derive a source of revenue to support on-going parking programs and strategy implementation. Comparable Northwest cities charge monthly employee permit rates that range between $10 (Milwaukie, OR), $45 (Kirkland, WA) and $65 (Vancouver, WA).

   The City will need to evaluate the costs associated with establishing an administrative function for distributing passes and collecting revenue associated with the passes. For

[26] To this end the City can control the number of monthly permits issued, thereby assuring a specific supply of 2 hour parking for customer visitor use. As the 85% occupancy standard is met, the number of permits available for sale can be reduced or the rate for monthly parking can be increased to (a) induce parking in off-street lots and/or(b) encourage use of alternative modes.

purposes of this discussion, it is estimated that the City would need a 0.50 FTE position for a customer services representative responsible for issuing, monitoring and collecting revenue from on-street permit sales. Initial cost estimates for an entry level position is $21,894.[27]

5. **Maintain existing on-street time stay designations in Old Town, East Hill and Anderson Park until such time as occupancies exceed 85% in the peak hour. At 85%+ peak occupancies convert on-street time stays to a uniform 2 hours or 2 hours by Permit.**

   Guiding Principle(s) Supported:

   - ✓ Recognize that on-street parking is a finite resource and needs to be managed to assure maximum access for patrons.
   - ✓ Make the downtown core conveniently accessible for the priority user of the public parking system – the customer of downtown.

   Routine monitoring of on-street occupancies in Old Town, East Hill and Anderson Park will keep the Parking Manager/Coordinator and the Parking Advisory Committee informed as to when additional management of the on-street system should occur in these districts. Based on the findings of the 2007 parking study, each of these districts maintains on-street peak hour occupancies well below 85%. In the near term, no changes to on-street parking management are necessary in these districts. However, actions taken in Sammamish Trail and Town Square to limit and control on-street could cause a realignment of how the overall on-street system is used in other districts.

6. **Initiate on-street parking enforcement to assure compliance with on-street time stay allowances.**

   Guiding Principle(s) Supported:

   - ✓ Recognize that on-street parking is a finite resource and needs to be managed to assure maximum access for patrons.
   - ✓ Make the downtown core conveniently accessible for the priority user of the public parking system – the customer of downtown.

   The 2007 parking study found that the majority of on-street parkers were staying in excess of three hours. In Sammamish Trail and Town Square, average time stays exceeded four hours. Also, average on-street turnover was 3.46 turns per stall contrasted to a desired industry standard of at least 5.0 turns per stall per day. To support a more efficient use of the on-street system and to assure convenient and assured access for patrons of the downtown, parking enforcement in areas signed 2-Hours is necessary.

   According to input provided to this study by the Redmond Police Department, the City would need to dedicate 4.0 FTE to a parking enforcement program (1 Supervisor and 3

[27] This is a wage and salary cost estimate based on 0.50 FTE entry level customer service representative in Vancouver, WA with 35% added for associated benefits. This number may be different for Redmond, particularly costs for support. See Table 2 at the end of this report for additional cost estimates.

Enforcement Officers). It is estimated that each FTE position would require approximately $36,000 annually to cover salary/wages and other associated costs.[28]

The initial focus of enforcement would be in the Sammamish Trail and Town Square Districts once new two hour and two hour permit zones are established.

7. Identify and complete planning for possible development of new public visitor parking supply in the downtown, preferably in the Sammamish Trail or Town Square district(s).

Guiding Principle(s) Supported:

- ✓ Recognize that on-street parking is a finite resource and needs to be managed to assure maximum access for patrons.
- ✓ Make the downtown core conveniently accessible for the priority user of the public parking system – the customer of downtown.
- ✓ Strategically locate and actively manage parking under public control and/or ownership to accommodate customer access to the area.

A strategically located public parking facility in Sammamish Trail or Town Square would assure continued access opportunities for customers and visitors in the future; particularly as on-street parking supply is maximized. To assure continued short-term parking access that supports vital retail growth, the City may need to develop a centralized facility to support customer access. As parking becomes more expensive to build (through conversion of parking from surface to structures) developers may not be able to build to maximum ratios to accommodate all demand (both employee and visitor). Also, maximum ratios are intended to influence alternative mode use by constraining the overall amount of parking built in downtown (see Phase 2 Implementation, Strategy 14, below). This may result in higher demands for visitor parking on-street, which will eventually be limited by the finite nature of the on-street supply. As a result, the City's role in off-street visitor parking may become necessary. *This role may be in the development of a public parking facility or through acquisition of a strategic site that could be transitioned to private operation in return for assurances of short-term, public visitor access.*

Many cities that have successfully initiated downtown parking management plans/programs to support density objectives, mode use goals and maximum parking ratios have moved strategically to the provision of publicly owned/controlled off-street patron parking programs. These cities include Portland, OR, Sacramento, CA, Boise, ID, Anchorage, AK, Santa Cruz and Ventura, CA (to name a few).

The purpose of this strategy is to position Redmond in a manner that allows all components necessary to support initiation of development of a centralized public parking facility to be in place so that construction could begin in the event that customer demand exceeds available supply (based on strategic implementation of the 85% Rule).

[28] This is a wage and salary cost estimate based on 1.0 FTE entry level enforcement officer as compared to the enforcement program in place in Kirkland, WA. This number may be different for Redmond, particularly costs for support. Additional costs will include supplies, vehicle, training, etc. See Table 2 at the end of this report for additional cost estimates.

It is recommended that the City, with the Parking Manager and Parking Advisory Committee initiate an evaluation (both financial and feasibility) of the location and costs necessary to support a City-owned short-term visitor parking facility. This would involve identification of a potential opportunity site(s) and acquisition of such site(s).

The City estimates that vacant land in the downtown districts is currently valued at approximately $100 per square foot. As such, a 20,000 square foot pad would likely cost about $2 million.

Phase 2 Implementation – (by October 2009)

The following Phase 2 strategies are recommended for *mid-term implementation*.

8. Initiate a new and comprehensive outreach program to all businesses within the study zone that communicates the parameters of the City's permit program and access to on-street, employee permit parking.

a. Partner with the business community to develop a marketing and communication system for access in Redmond. The marketing/communication system could include (but not be limited to): branding; maps; validation program(s); TDM alternatives and valet parking.

b. Sponsor employer-based initiatives to encourage employee use of alternate travel modes.

Guiding Principle(s) Supported:

- ✓ Make the downtown core conveniently accessible for the priority user of the public parking system – the customer of downtown.
- ✓ The City's public information system should provide a clear and consistent message about auto parking and access to and within downtown in order to optimize utility and convenience for all users.
- ✓ Transition more downtown employees into alternative modes (i.e., transit, bike, walk, rideshare) through business-based programs and incentives.

A successful parking system will require on-going marketing and communication. Support of this system can be facilitated through informational maps and brochures about Redmond and its parking system distributed through Business Association, Visitor Services, Retail and Lodging networks. This effort should use, complement and augment the City's current R-TRIP program, which offers alternate commute incentives to both employers and their employees in Redmond.

It is recommended that the City partner with the business community to develop a marketing and communication system for access in Redmond. As a part of this process, a budget for marketing and communications will need to be developed.[29] The marketing/communication system would include (but not be limited to):

[29] Parking marketing and communications budgets can range for $25,000 to $150,000 depending on the range of materials and programs associated with the effort. The Parking Advisory Committee will need examine this as a first step in its efforts related to creating a unified package of information regarding parking in the downtown.

1. *Branding.* As discussed in Phase strategies 10 and 11 below, all marketing and communications related to the City parking system would occur under a unique and distinct brand that identifies the City facilities and communicates value, convenience and affordability.

2. *Maps*. Develop maps that visually represent the parking zones (i.e., blue zone – Core - is customer parking, green zone is long-term parking) and identify the location of visitor versus employee facilities.
3. *Validation program*. Evaluate the feasibility of retail validation systems if, and when, the City moves to pricing parking.

4. *TDM alternatives*. Incorporate alternative mode options (i.e., shuttles, transit, and bicycle) into parking communications materials.

9. Negotiate shared use and/or lease agreements with owners of strategically placed existing private surface lots and parking structures to provide for an interim supply of parking where needed.

Guiding Principle(s) Supported:

- ✓ Provide sufficient and convenient parking.
- ✓ Make the downtown core conveniently accessible for the priority user of the public parking system – the customer of downtown.
- ✓ Manage the public parking supply using the 85% Rule to inform and guide decision-making.

The 2007 parking study sampled a significant portion of existing privately owned off-street parking lots located throughout the study zone. The general finding was that most are significantly underutilized, even during peak times (i.e., less than 65% percent occupied). These lots comprise approximately 5,300 stalls and are generally without signage or have signage that is inconsistent and confusing to customers and visitors. The ability of the City to "capture" as many privately owned stalls as are available for more active management will provide a relatively low cost near to mid-term strategy for mitigating existing and future access constraints during peak parking demand periods.

Shared use agreements in other cities are wide and varied. In some cases (e.g. Gresham, Oregon) the owner of the property "donates" surplus stalls to the City on a month to month basis in return for assistance with signage and landscape/maintenance costs. Other cities (e.g., Kirkland, WA) program funds within their parking budgets to lease surplus stalls from the private sector. These stalls are then signed and/or metered and operated through the City's overall parking program (including marketing and communications).

It is recommended that the City, through the Parking Manager and Parking Advisory Committee:

a. Initiate an effort to work with owners of private lots to enter into shared use agreements to allow underutilized parking to be made available to customer/visitor or employee uses (as appropriate).
b. Explore the development of incentives to encourage such agreements (i.e., signage, landscaping, lighting, sidewalk improvements, leasing, etc.).

10. Develop and install a signage package of uniform design, logo and color at public and private (shared use) off-street parking facilities.

Guiding Principle(s) Supported:

- ✓ Make the downtown core conveniently accessible for the priority user of the public parking system – the customer of downtown.
- ✓ Make downtown parking user-friendly – easy to access, easy to understand.
- ✓ Provide a "parking product" in the downtown that is of the highest quality and safe, to create a positive customer experience with parking and the downtown.

Creating a uniform signage package that incorporates a unique logo and color scheme for publicly available parking facilities will establish a sense of recognition, identity and customer orientation for users of the downtown parking *system.*
It is recommended that the City:

a. Develop a signage package that incorporates a uniform design, logo, and color scheme into all informational signage related to parking.
b. Evaluate land use and code implications of the signage package program particularly size, design and placement issues, and initiate changes as appropriate.
c. "Brand" each off-street public facility, open to public access, with the established "logo" package.

11. Strategically place new and coordinated wayfinding signage in the right-of- way at locations chosen carefully to direct visitors to off-street locations.

Guiding Principle(s) Supported:

- ✓ Make the downtown core conveniently accessible for the priority user of the public parking system – the customer of downtown.
- ✓ Make downtown parking user-friendly – easy to access, easy to understand.
- ✓ Provide a "parking product" in the downtown that is of the highest quality and safe, to create a positive customer experience with parking and the downtown.

The City should develop directional signage on the roadways that direct customers to specific facilities. This will be of greatest importance at primary portals into the downtown, at major traffic intersections and at primary points of ingress at specific facilities. It is recommended that:

a. The signage package should be consistent with, and complementary of, the signage package developed for the off-street facilities (see 10, above).
b. The address of the nearest visitor facility should be incorporated into the roadway signage to assist and direct customers to the nearest parking location.

12. Evaluate the impact of near-term strategies 3, 4 & 6. If and when warranted, begin transition to 2 hour parking zones in Old Town, East Hill and Anderson Parking.

Guiding Principle(s) Supported:

- ✓ Make the downtown core conveniently accessible for the priority user of the public parking system – the customer of downtown.

- ✓ Assure a representative body of affected private and public constituents from within the downtown informs decision-making.
- ✓ Manage the public parking supply using the 85% Rule to inform and guide decision-making.

The Parking Manager and Parking Advisory Committee should be prepared to move to more structured parking management in other downtown districts as necessary. Initiating such efforts will require expansion of the employee permit program as well as revisions to the overall marketing, communications and signage programs.

13. Expand on-street employee permit program to other Downtown Districts based on findings in 12, above.

Guiding Principle(s) Supported:

- ✓ Transition more downtown employees into alternative modes (i.e., transit, bike, walk, rideshare) through business-based programs and incentives.

14. Reaffirm/revise commuter mode split targets for employee access in the downtown as outlined in the City of Redmond's Local Commute Trip Reduction Plan.

Guiding Principle(s) Supported:

- ✓ Transition more downtown employees into alternative modes (i.e., transit, bike, walk, rideshare) through business-based programs and incentives.

Parking development regulations and requirements need to be supported by a system of access that accounts for all forms of capacity (i.e., auto, transit, bike, walk and rideshare). The Guiding Principles for parking management in Redmond call for a greater percentage of downtown employees to move into alternative modes of transportation. Quantifying the desired transition of commuters from an established status quo baseline to a desired target will (a) give policy support to the Guiding Principles and (b) inform, facilitate parking strategies and (c) provide a standard of measurement that can be evaluated in the future.[30]

Currently, about 70% of all commuter trips to Redmond are by single occupant vehicle (SOV),[31] with 30% of commuter trips arriving by either transit, bike/walk or carpool/rideshare modes. Redmond's *Local Commute Trips Reduction Plan* targets a non-SOV mode split of about 36% by 2011. This would reduce SOV commute trips from 70% to 64% over the next five years (a decrease of about 8.6%).

It is recommended that the City of Redmond, through discussions and review with the Parking Advisory Committee, formally incorporate mode splits targets for all modes (i.e., SOV, transit, bike, walk and rideshare) into its parking management policy. This would require:

[30] This recommendation is directed at the area boundary covered by the 2007 Downtown Redmond Parking Study. The discussion of commuter mode split targets for areas outside the study zone may be useful as parking management in Redmond expands over time.

[31] As per the City of Redmond's Local Commute Trip Reduction Plan (October 2007) and the *Redmond Transportation Master Plan (November 2005)*.

- A reaffirmation/revision of the Local Commute Trips Reduction Plan targets already established.

- Establishment of more specific non-SOV targets by mode. In other words, current targets are simply SOV versus non-SOV. The PAC may want to set specific targets for transit, bike, walk and rideshare.

The purpose of this strategy would be to clearly establish a logical link between mode split targets and actual parking maximums as discussed in Phase 3 recommendation 18, below. Over time, Redmond's maximum parking ratios should be logically correlated to the mode split targets established for the downtown districts.

15. Lease/acquire strategically located land parcels for use as future public off-street parking locations. Complete planning for possible development of new public visitor parking supply in the downtown.

Guiding Principle(s) Supported:

- ✓ Provide sufficient and convenient parking.
- ✓ Provide a "parking product" in the downtown that is of the highest quality to create a safe and positive customer experience with parking and the downtown.

It is recommended that the City lease or acquire strategically located land parcel(s) in a central downtown district for future parking use. Strategically locating future parking sites allows the City to use such sites as (a) interim surface parking locations (until desired development would transition the sites to commercial/retail) and/or (b) future parking structure locations. Preparatory site identification and planning for such an acquisition follows from work conducted in Phase 1, strategy 7, above.

Operating a strategically located lot as a surface facility in the short term allows the City opportunity to assure that key sites for future customer access are preserved. At the time that development of a parking structure becomes feasible, the City can either pursue development of such an "opportunity" site as a free standing publicly owned facility or put the land up (as an incentive) in an RFP process for private development of the site as a mixed use development with publicly accessible parking.

The RFP would seek construction of publicly available parking in the site up to the value of the land provided by the City. As an example, if the City were to own a 40,000 square foot surface parking lot valued at $100 per foot, a developer would be asked to provide $4 million in parking access (e.g., 100 stalls @ $40,000 per stall) for public use on the site. In return the City would give the land to the developer and agree to assume a share of the operating costs associated with the stalls provided.

The purpose of gaining control of a strategic opportunity site is to preserve the site for future public parking, not necessarily to commit the City to ownership of a future visitor garage.

16. Implement a package of incentives for the private development of publicly available parking and TDM options in the downtown.

Guiding Principle(s) Supported:

- ✓ Provide clear and strategic direction to assure that new development maintains / improves overall access
- ✓ Provide adequate and affordable employee parking and encourage alternate travel modes.
- ✓ Encourage/incent shared parking in areas where parking is underutilized.

It is recommended that the City creates and implements a package of incentives that would be made available to private developers that allow for or add publicly available parking into downtown development projects. Similar incentives would be created for privately initiated Transportation Demand Management programs. The package of incentives would follow adoption of a parking incentive policy described in A, 6 above.

Examples of development incentives currently available in other jurisdictions include (but are not limited to):

- Floor Area Ratio (FAR) bonuses
- Height bonuses
- Permit fee waivers
- Impact fee waivers
- Supply/revenue agreements[32]
- Property tax abatements

Phase 3 Implementation (3 years and beyond)

The following strategies are recommended for *long-term implementation*

17. Monitor downtown parking utilization continuously and periodically. Conduct parking inventory analyses.

Guiding Principle(s) Supported:

- ✓ Make the downtown core conveniently accessible for the priority user of the public parking system – the customer of downtown.
- ✓ Manage the public parking supply using the 85% Rule to inform and guide decision-making.

The recently completed analysis of Redmond's parking inventory provides excellent information on parking utilization, turnover, duration of stay and peak hour capacity.

The need for this data is very important as a foundation piece for determining actions to maximize parking supply. Periodic monitoring of parking activity will allow Redmond to (a) better coordinate enforcement, (b) assure maximum utilization based on intended uses and

[32] Revenue agreements are lease agreements whereby the City agrees to a guaranteed lease for spaces at a negotiate rate per stall.

(c) provide solid evidence for the need to move to higher and/or more aggressive levels of parking management as called for in the Guiding Principles for parking management zones.

It is recommended that:

a. A parking inventory analysis is conducted at least every three years. Information from these updates would be forwarded to the Parking Manager and the Parking Advisory Committee for review, evaluation and strategy implementation.

b. The City explore technology options that are available that would allow enforcement personnel to gather inventory data on a more frequent and/or targeted basis.

18. Recommend to the City Council the commuter modes split targets developed in 14, above, for adoption as a policy element of the Redmond transportation and parking management plan.

Guiding Principle(s) Supported:

- ✓ Make the downtown core conveniently accessible for the priority user of the public parking system – the customer of downtown.
- ✓ Manage the public parking supply using the 85% Rule to inform and guide decision-making.

The City would adopt as policy goals commuter mode split targets for access in the downtown. These goals should be incorporated the Comprehensive Plan. These targets are intended to create a direct link between actual parking management strategies (particularly parking maximums) and adopted targets for access to the Redmond downtown. These targets also support the overall Guiding Principles for multi-modal access into downtown and support the parking management goal of transitioning greater percentages of downtown employees into alternative modes of access as a means to more efficiently and cost effectively manage the parking supply. The City would have developed these goals with the Parking Advisory Committee as described in B.14, above.

19. Evaluate adjustments to minimum and maximum parking ratios for new development in the downtown, to assure that access impacts of new development are meaningfully addressed and correlated to both alternative modes goals and actual parking demand.

a. Recalibrate minimum parking requirements for all commercial parking development within downtown districts to actual demand derived from the 2007 parking data sample and/or update sample (i.e., 20D.130.10-020(2))

b. Evaluate existing maximum parking requirements and "recalibrate" the standard to correlate with actual demand ratios derived from the 2007 Downtown Parking study and/or updated sample (i.e., 20D.130.10-020(2)).

Guiding Principle(s) Supported:

- ✓ Provide sufficient and convenient parking.
- ✓ Provide clear and strategic direction to assure that new development maintains / improves overall access

- ✓ Provide adequate and affordable employee parking and encourage alternate travel modes.
- ✓ Transition more downtown employees into alternative modes.

Current minimum parking ratios generally range from 2.0 to 3.50 stalls per 1,000 gsf. Maximums range from 2.0 to 5.5 stalls per 1,000 gsf. As stated above, the imposition of minimums and maximums is a very effective means to better manage land uses, maximize density and encourage alternative modes. To this end, Redmond is much more progressive than many suburban cities in the Pacific Northwest. Several revisions to Redmond's regulations and requirements would further the desire and intent to intensify land uses. They include:

- Evaluate existing minimum parking requirements and "recalibrate" the standard to correlate with actual demand ratios derived from the 2007 Downtown Parking study and/or an update associated with (16), above.

- Where actual demand ratios are lower than existing minimums, lower the minimum to ½ of actual demand. For instance, actual ***demand*** for parking in Anderson Park is 1.51 stalls per 1,000 gsf.[33] The current minimum requirement is 2.0. Adjusting the minimum in this area to 0.75 stalls per 1,000 gsf would assure that the regulations do not result in an unnecessary and costly over supply of parking.

- Evaluate existing maximum parking requirements and "recalibrate" the standard to correlate with actual demand ratios derived from the 2007 Downtown Parking study. For instance, actual peak parking ***demand*** in East Hill is 2.32 stalls per 1,000 gsf. Lowering the maximum in this area would assure that (a) adequate parking is provided and (b) assure that parking is not oversupplied in a manner that would adversely impact goals and objectives to increase employee use of alternative modes.

- Where current allowed maximums are in excess of 3.5, consider allowing development to exceed the maximum, but only if the excess parking (above 3.5) is in a parking structure. This would serve to (a) assure adequate parking and (b) minimize and control the size and quantity of surface parking lots.[34] Parking structures would also need to meet City design and architectural requirements.

- Consider eliminating the guest parking requirement for residential uses in downtown districts, particularly in areas where the site is bound by on-street stalls.

20. Evaluate the impact of near and mid-term strategies based on an updated utilization and demand study. If and when warranted, develop a pricing policy strategy and implement paid on street parking in downtown districts based on the 85% Rule.

Guiding Principle(s) Supported:

- ✓ Manage the public parking supply using the 85% Rule to inform and guide decision-making.

[33] Actual demand number was derived from the 2007 Downtown Redmond Parking Study.
[34] The 2007 Downtown Redmond Parking Study found peak parking demand in Town Square to be 4.11 stalls per 1,000 gsf.

The Phase 1 and 2 strategies outlined above will create changes in access dynamics downtown. If, after nearly three years of growth, parking occupancies in Sammamish Trail and Town Square (and/or other districts) continues to exceed 85% in the peak hour, move to meter the impacted district(s). If metering is pursued, it is recommended that on-street pay stations be considered rather than single head meters.

Options can range from pricing parking in specific areas (e.g., off-street only) to pricing specific users (e.g., employees) to a comprehensive system of pricing that would include metering on- and off-street.
The Parking Manager and the Parking Advisory Committee should develop a coordinated strategy for how parking pricing will be implemented as the demand for parking and new parking supply evolve in the mid- to long-term. Once developed, the parking pricing strategy should be presented to the City Council for review and approval.

The outline of strategy issues presented below is intended to inform the City, the Parking Manage and the Parking Advisory Committee on major decision and management guidelines should pricing become necessary as a means to maximize and facilitate access capacity.

a. Meter on-street parking to increase efficiency and capacity.

   As the 85% Rule triggers additional and more aggressive management of the supply, Redmond may at some future point consider pricing parking in areas that are currently free. At that point pricing would be intended to (a) facilitate more efficient turnover, (b) encourage use of specific facilities in specific parking districts (i.e., short-term vs. employee parking), (c) encourage use of alternative modes, and (d) provide a funding source for improvements to existing supplies, development of new supply and alternative mode options.

   In the context of pricing, Redmond should consider new technologies available and in place in other cities that allow for flexibility in the management of parking pricing and contribute and complement Redmond's existing and desired urban form. "Multi-space metering" and "pay-and-display" systems are an example of these types of technology, which allow a City to charge for parking without "cluttering" the pedestrian way with individual meters. (See Attachment A, at the end of this document for additional information on technology options and cost.)

b. Charge for parking in publicly owned off-street facilities.

   The City should establish a policy for pricing short-term parking in publicly owned or controlled off-street facilities. The framework of such a policy is provided below:

   1. "Short-term rate" is equal to hourly fee charged at on-street system
   2. Evening rates established to attract/serve appropriate uses
   3. Long-term, daily/monthly rates balanced by Rule of 85%
   4. Rate manipulation triggered by Rule of 85%
   5. Rate manipulation generally at the long-term end to facilitate transition of long-term parkers to appropriate parking locations within the downtown.

Revenue collection in off-street facilities can vary greatly by type of facility, design and mix of uses (i.e., short-term, long-term, monthly). *See Attachment A, at the end of this document for additional information on technology options and cost.*

21. Implement Parking Revenue Strategies

Guiding Principle(s) Supported:

- ✓ Transition more downtown employees into alternative modes.
- ✓ Ensure on-going downtown parking solutions are financially sustainable.

Given Redmond's size and its estimated growth, it is not anticipated or suggested that the City of Redmond move to parking pricing for *customer* access in the near-term. This is based on the findings of the 2007 Parking Study that showed (a) high on-street occupancies in Sammamish Trail and Town Square and (b) that the primary users of that on-street inventory are likely employees. Metering at this time would likely be risky because the 85%+ occupancy counts are driven by employee demand and not customer demand. The recommendations for employee permit parking in B 4 & 13, above are designed to create on-street access capacity for customers and cause a change in current occupancies on-street. Once the impact of the employee permit parking program is assessed (see, B. 19 above), use of the 85% occupancy standard for determining when to price on-street parking for customers will become more appropriate; driven by customer (not employee) demand factors.

Nonetheless, as new capacity for parking and transportation access (i.e., garages, transit programs, etc.) are considered in the context of a 3 - 7 year plan, the issue of pricing and new revenue sources needs to be incorporated into the City's parking management plan. The decision to move to parking pricing and new revenue sources would be facilitated by the parking pricing and funding strategies developed by the City (see B. 20, above), with input from the Parking Manager and Parking Advisory Committee.

22. Complete development and open new public supply in the downtown.

Guiding Principle(s) Supported:

- ✓ Provide a "parking product" in the downtown that is of the highest quality and safe, to create a positive customer experience with parking and the downtown.

Completion of site identification, planning, outreach and funding efforts described in B. 7 & 15, above, would be finalized and the project completed and opened to the public.

Table 1
PARKING STRATEGY RECOMMENDATIONS SUMMARY

Strategy	Immediate (0 – 6 months)	Phase 1 (12 – 18 mos.)	Phase 2 (18 – 36 mos.)	Phase 3 (3+ years)	Comment
A.1 Approve Assignment/Hiring for Parking Manager	✓				Needed to coordinate plan implementation
A.2 Appoint Advisory Committee	✓				To provide routine oversight and continued consensus
A.3 (a) – (g) Adopt policies and rules (Guiding Principles, 85% Rule and regulatory changes.	✓				Aids in guiding future decision making and strategy implementation
A.4 Establish Downtown Parking Enterprise Fund	✓				Assures future revenue is dedicated to parking programs
A.5 Identify future funding sources for parking supply and parking management program	✓	✓			Begin planning for future supply acquisition/development
A.6 Re-evaluate Fee-in-Lieu program and policy	✓				Provide clear policy basis for implementation of fee-in-lieu and use of funds.
A.7 Support and enhance incentives to encourage private sector efforts to reduce long-term parking demand and make available private supply for public short-term parking.	✓	✓	✓		Initiate efforts to incorporate visitor supply into existing and future private developments.
B.1 Appoint/Hire Parking Manager/Coordinator		✓	✓		Initiates centralization of parking program.
B.2 Initiate Parking Advisory Committee process		✓	✓	✓	Provides oversight and monitoring for Parking Mgr and assures guidance and information feedback for City Council.
B.3 & B.3 (a) Eliminate all No Limit on-street parking in the Sammamish Trail and Town Square. Replace with 2 hour zones. Strategically locate "2 Hours or by Permit" zones in Sammamish and Town Square.		✓ ✓			Addresses existing parking constraints in these two districts.

Strategy	Immediate (0 – 6 months)	Phase 1 (12 – 18 mos.)	Phase 2 (18 – 36 mos.)	Phase 3 (3+ years)	Comment
B.4 Implement employee on-street permit program.		✓			Controls employee use of on-street system in constrained parking zones.
B.5 Maintain existing on-street time stay designations in Old Town, East Hill and Anderson Park until 85% occupancy is achieved.		✓	✓		Maintains status quo in these districts. Assures strategy implementation is tied to actual parking demand as measured by 85% Rule.
B.6 Initiate on-street parking enforcement		✓	✓	✓	Assure priority parking is accessible for customers/visitors
B.7 Identify and complete planning for possible development of new public visitor parking supply.		✓	✓		Putting together components necessary to support future development of parking garage.
B.8 (a) – (b) Initiate outreach and communications program with area businesses		✓	✓		Begin raising awareness of permit program, parking availability and enforcement.
B.9 Negotiate shared use agreements with private sector lots			✓		Facilitate capturing underutilized supply in private control for more general public use
B.10 Develop and install signage/wayfinding package to better identify "publicly available" off-street parking			✓		Improves customer awareness of supply options
B.11 Strategically place new and unique wayfinding the right of way to direct visitors to public off-street parking.			✓		Improves customer awareness of supply options
B.12 Evaluate impact of Phase 1 strategies and determine if controls should be expanded to Old Town, East Hill and/or Anderson Park			✓	✓	Based on 85% Rule. Assures parking priorities are maintained. Includes time stays and expanding employee permit program.
B.13 Expand on-street employee permit program to outer districts			✓	✓	Assures customer priority in other downtown districts as occupancies increase over time.

Strategy	Immediate (0 – 6 months)	Phase 1 (12 – 18 mos.)	Phase 2 (18 – 36 mos.)	Phase 3 (3+ years)	Comment
B.14 Re-affirm/revise commuter mode split targets for all modes of access			✓		Establishes basis for adjusting minimums and maximum parking ratios based on overall downtown access goals for all modes.
B.15 Lease/acquire strategically located land parcels for use as future public off-street parking locations. Complete planning for possible development of new public visitor parking supply in the downtown.			✓	✓	Provides strategically located site for future public visitor parking facility/garage.
B.16 Implement a package of incentives for the private development of publicly available parking and TDM options downtown.			✓	✓	Incentives are established and made available to new development in downtown. Examples include FAR & height bonuses, fee waivers, abatements, etc.
B.17 Monitor downtown parking utilization continuously and periodically. Conduct parking inventory analyses.				✓	Assures 85% Rule is facilitated. Inventory update should occur no later than Phase 3.
Recommend to the City Council the commuter modes split targets developed in Phase 2 for adoption as a policy element of the Redmond transportation and parking management plan.				✓	Ties parking regulation to overall access plan for downtown.
B.19 (a) – (b) Evaluate adjustments to minimum and maximum parking development ratios (20D.130.10-020 (2))				✓	Parking requirements coordinated with <u>actual</u> known demand
B.20 Develop a pricing policy strategy and implement paid on street parking in downtown districts based on the 85% Rule.				✓	Moves on-street system to paid parking when occupancies throughout downtown exceed 85% in the peak hour.

Strategy	Immediate (0 – 6 months)	Phase 1 (12 – 18 mos.)	Phase 2 (18 – 36 mos.)	Phase 3 (3+ years)	Comment
B.21 Implement parking revenue strategies				✓	Moves on-street system to paid parking when occupancies throughout downtown exceed 85% in the peak hour.
B.22 Complete development and open new public supply in the downtown.				✓	Converts Phase 2 surface lot to structured parking. Could be by City or part of public/private partnership.

Table 2
Estimated Costs of Initial Program Implementation

IMPLEMENTATION STRATEGIES Immediate Actions	One-time Cost	On-going Cost	Background Comment(s)
1. Create position of "Parking Manager/Coordinator"	$ -	$ 40,828.00	Based on City estimate of 0.50 FTE & associated support
2. Establish a Downtown Parking Advisory Committee	$ -	$ -	Cost of City staff and process
3. Codify Guiding Principles for Parking Management as City Code.	$ -	$ -	Cost of City staff and process
4. Adopt the Rule of 85% to facilitate/direct parking management strategies	$ -	$ -	Cost of City staff and process
Near-term implementation			
5. Enhance enforcement activities (e.g., training, equipment, 3 scooters, etc,)	$ 69,000.00	$ 144,000.00	Based on estimate of 4.0 FTE enforcement staff[35]
6. Hire/appoint customer services representative to administer on-street permit program.		$ 21,894.00	Based on estimate of 0.50 customer service staff person
7. 2-hour signs in Sammamish Trail and Town Square	$ 13,750.00	$ -	Assumes 55 signs at $250/per Assumes City installation
8. Develop a signage package of uniform design, logo and color	$ 15,000.00 $ 10,000.00	$ - $ -	Cost of design development Cost of external signs
9. Develop and place wayfinding signage in public right of way to direct patrons to public parking.	$ 10,000.00	$ -	Assumes City shop will manufacture signs.
TOTAL ESTIMATED COST -	***$ 117,750.00***	***$206,722.00***	

[35] Estimates for enforcement costs and personnel needs provided by City of Redmond Police Department.

Section VI: Funding Options

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The fiscal challenges of parking, transportation, and economic development in a downtown are common to many communities across the country. This study recognizes the financial constraints currently facing the City of Redmond. New programs and strategies for managing and, possibly, developing parking supply may be difficult to consider in the near term if public funds are necessary to carry forward priority parking programs and strategies.

Nonetheless, rapid changes in development patterns over the past thirty years have resulted in significant changes to the urban landscape and many downtowns have had to re-examine services they provide and the revenue sources used to fund them. In most instances, communities use a combination of funding sources to cover transportation capacity needs. Per the scope of work and at the direction of the Parking Advisory Committee, the Consultant Team reviewed several models to provide a basis for future discussions of funding options for the public parking system. It is believed that some combination of the revenue sources described below will be necessary to assure the feasibility of parking management strategies called for in this plan and for future structured parking in the downtown as envisioned in *The Redmond Comprehensive Plan* (particularly funding associated with a publicly owned facility).[36] A single revenue source is unlikely to cover the cost of parking management and development.

A. POTENTIAL REVENUE SOURCES

This review focuses on a range of parking options that might be available to the City of Redmond. Several of the outlined options may already be in place in the City of Redmond. The options outlined attempt to represent *options most commonly used in other jurisdictions* as well as options that are allowable under Washington State statute. This review borrows heavily from the work of E.D. Hovee and Associates, an economic and development services consultant based in Vancouver, Washington.

1. Most Frequently Used Options

a. Options Affecting Customers

User Revenues – Represent the foundation of any parking facility's revenue structure, albeit with important questions regarding the degree to which parking fees should be implememented (on and off-street) to support other downtown business and revitalization activity.

Event Surcharges – Encompassed within the SSB 5514 public facilities district legislation providing for automobile parking charges in conjunction with regional center facilities. Fees are generally buried in the cost of event ticketing.

On-Street Parking Fees – Many cities elect to collect on-street revenues through parking meters and/or sale of permits.

Parking Fine Revenues – Collected for violations related to overtime and improper parking, and illegal parking in handicapped spaces.

[36] This list of funding options is not intended to be all-inclusive, but rather a sampling of mechanisms in use in other jurisdictions for the purpose of developing public parking supplies.

b. Options Affecting Businesses

Parking & Business Improvement Area (BIA) – An assessment of businesses rather than property owners. The assessment formula can be based on a number of measurable factors such as assessed values, gross sales, square footage, number of employees, or other factors established by the local legislative authority. In Washington, a BIA requires 60% of merchants to agree to the assessment.

c. Options Affecting Property Owners

Local Improvement District (LID) – A well-established mechanism whereby benefiting property owners are assessed to pay the cost of a major public improvement (including parking). An LID is a property tax assessment that requires "buy-in" by property owners within a specifically identified boundary. LIDs usually result as a consequence of a petition process requiring a majority of owners to agree to an assessment for a specific purpose.

d. Options Affecting Developers

Fee-in-Lieu – Usually an option given to developers to pay the local jurisdiction an "in-lieu" fee as a way to opt-out of providing parking with a new development (usually the fee-in-lieu option is associated with minimum parking standards). Fees-in-lieu can range from a fee assessed at less than the actual cost of construction, to the full cost of parking construction. The City of Redmond currently has a fee-in-lieu provision for development of parking in the downtown. Specifics of that fee can be found in 20D.130.10-040 (2) of the City's Parking regulations.

Public / Private Development Partnerships – Public parking can be an effective tool to facilitate downtown development. This is particularly the case in the state of Washington due to fairly stringent constitutional prohibitions against lending of the state's credit and limited applicability of tax increment financing.

Development partnerships are most likely found with mixed-use projects where parking is used to reduce the costs of jointly developed private office; retail or residential use(s) and/or the private development can serve to defray some of the public cost in developing parking.

Public / private development can occur through a variety of arrangements including:

(1) Public acquisition of land and sale or lease of land/air rights not needed for parking to accommodate supporting private use.
(2) Private development of integrated mixed-use development with sale or lease-back of the public parking portion upon completion – as a turn-key project.
(3) Responsibility for public sector involvement directly by the City, through a public development authority (PDA), or other special purpose entity such as a public facility district created for the project or downtown area.

e. Options Affecting the General Public

General Obligation (GO) Bonds – Involving use of local jurisdiction issued non-voted or voted bonds to develop parking facilities, subject to overall debt limit requirements.

The legal limit for all voter-approved debt in a municipality is 7.5% of assessed value; the legal limit for non-voted debt is 1.5% of assessed value. With GO bonding, the municipality pledges

its full faith and credit to repayment of the debt from general fund resources. In effect, general fund revenues would be reserved to repay debt that could not be supported by parking revenues alone.

Refinancing GO Bonds - Involves refinancing existing debt and pushing the savings from the general fund to debt coverage for a new parking facility.

Revenue Bonds – Pledging parking fee and other designated revenue sources to the repayment of bonds but without the need to pledge full faith and credit of the issuing authority.

Revenue bonding is not appropriate in situations where a local jurisdiction's overall debt limit is a factor and projected revenues are inadequate or not deemed of sufficient certainty to cover required debt service (plus a debt coverage factor). Interest rates also are typically higher for revenue than GO bond financing.

63-20 Financing – Identified as a potential alternative to traditional GO, revenue bond and LID bond financing in the post Initiative 695 era. 63-20 financing (after the IRS Revenue Ruling 63-20) which allows a qualified non-profit corporation to issue tax-exempt bonds on behalf of a government. Financed assets must be "capital" and must be turned over free and clear to the government by the time that bonded indebtedness is retired.

When a municipality uses this technique to finance a public facility, it can contract for the services of a non-profit corporation (as the "issuer") and a builder. The issuer acts on behalf of the municipality, but has no real business interest in the asset being acquired.

Public Facilities Districts (PFD) – As authorized by SSB 5514 in the 2002 Legislature to fund "regional centers" and "related parking facilities." A PFD is defined as an independent taxing authority and district under Washington statute. Currently, PFD legislation also allows for what amounts to a sales and use tax rebate of 0.033% from the State of Washington for regional center projects commencing construction by January 1, 2004. This sales tax revenue may serve as the source of repayment for bonding over up to a 25-year period – with matching funds equal to at least 33% of the sales tax revenue coming from other public or private sources.

Downtown & Neighborhood Commercial Districts – Also authorized by the 2002 Legislature with SHB 2437 allowing use of incremental increases in local sales and use tax revenue to finance community revitalization projects including "publicly owned or lease facilities."

The amount of funding available is the incremental increase in local sales and use tax over the amount generated from within the boundaries of a geographically defined downtown or neighborhood commercial district – above and beyond the amount of revenues generated prior to the creation of the district.

Community Renewal – As enacted with SHB 2357 by the 2002 Legislature to update the state's urban renewal laws including authorization for public improvement financing from multiple revenue sources including tax-exempt, non-recourse revenue bonds. Requires determination of blight, which may render this option unusable in Redmond.

Parking Fund – State of Washington statute enables local municipalities to establish parking commissions and funding mechanisms for parking. The parking fund may encompass all

pertinent revenue and expense items, and therefore offers a convenient mechanism for management of parking operations and budgeting.

State & Federal Grants – In the past, a variety of state and federal grant programs have been applied to funding downtown parking structures. In the current environment of more limited state/federal funding, there are no longer any readily identifiable programs as suitable for parking facility development.

General Fund Contribution – Local jurisdictions may make either one-time capital or on-going operating contributions to a downtown-parking program.

This listing of potential sources is not necessarily exhaustive, as other communities have used yet additional sources – which may or may not be applicable to Redmond's situation. Nor are these sources intended to be mutually exclusive. Funding for parking facilities often requires application of multiple sources – for what might be considered as layered financing.

B. MOST VIABLE OPTIONS FOR REDMOND

From this review of potential parking funding options, several concluding observations are offered as a basis for selecting the *most viable options* for parking facilities that may be considered by the City of Redmond:

1. Tailor the funding program to the downtown redevelopment and policy objectives to be served by the proposed public parking facility. In particular, address the question of whether and to what degree fees from parking revenues can or should be expected to cover operating and/or debt service expenses.

2. Of the two principal assessment methods available in the state of Washington, the LID mechanism is generally preferred for capital development with BIA useful to generate funding for operations and marketing. Local Improvement Districts (LIDs) offer improved marketability to investors with greater assurance of debt repayment. LID financing can be used as one component of a revenue bond without need for GO bond backing (and drawing down the available debt capacity of the city). Finally, LIDs offer the advantage of a more established precedent of successful application throughout the state of Washington.
3. If funding of capital costs requires bonding, revenue bonding is typically preferred by a public agency because the taxing jurisdiction's debt limits are not affected. However, unless utilization and revenue projections (including sources such as LID) are strong and predictable enough to not only cover debt service and operations but also provide a coverage *cushion,* the reality is that GO backing may be required.

4. Look to public-private partnerships as a means to better use public parking to leverage downtown redevelopment, assure utilization of the parking facility being developed, and offer financial savings. However, public-private partnerships require clear understanding of the financial feasibility and risks associated with a particular project as well as the public costs and benefits that can be expected.

5. Recent legislative measures serve to strengthen the impetus for downtown redevelopment and create additional flexibility in implementation. However, they appear to offer little new in the way of additional revenue sources that can be dedicated to development and operation of public parking facilities. Because these mechanisms also are largely untested (legally and

administratively), they should be considered as supplemental resources rather than the mainstay for securing financially feasible public parking developments – for at least the immediate future.

The City of Redmond and the Parking Advisory Committee will need to review the list outlined above and evaluate those options most conducive to, and supportive of, the Guiding Principles and operating vision established for the downtown. It should be noted that, in the case of public parking facility development, the use of multiple funding sources represents the rule rather than the exception for public financing.

C. SUMMARY – FUNDING OPTIONS

It is apparent that as Downtown Redmond grows, so too will demand for parking. New development, a faster pace of trip growth, losses of current parking supply on surface lots, parking and transportation demand management programs and/or other events can work to accelerate or moderate the need for new parking supply.

As the City moves toward its adopted goal of 36% of commute trips in alternative mode use, the *maximum* ratios for parking may need to be reduced to assure that commuter parking is not adversely affecting the City's ability to meet this objective. As such, parking allowed at a site will gradually move to a point where the majority of privately supplied parking will not meet demand for both commuter and visitor access. In other words, if parking is provided at a lower rate to facilitate non-auto commuter access modes, developers will tend to favor tenant needs for the parking they have to assure the leasability of their sites. To that degree, visitor parking (a) tends to favor on-street use and (b) creates a role for the City to evaluate the need to augment its on-street supply with publicly owned off-street supply targeted to visitor growth.

The current parking market in downtown Redmond suggests the feasibility of a new parking structure will require additional sources of revenue beyond anticipated parking revenue generated by a facility. To this end, the process for considering how a new parking facility will eventually be developed in the downtown needs to be initiated if the downtown is to be prepared to meet future demand and support existing business' continued growth. Similarly, a "package" of funding options will need to be developed and implemented. This process is recommended as a first to second phase strategy in the overall parking management plan for the downtown to be implemented by a new Parking Advisory Committee.

Section VII: Summary

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Redmond has done a good job in managing its parking assets to this point in time. Redmond has also made excellent strides in revising it's regulatory and design guidelines for parking to establish a foundation for good future development; development that supports a more compact and transportation efficient urban form. What is lacking is a clear, flexible and consensus based blueprint for using parking management to support and facilitate the longer-term strategic vision. This plan provides that blueprint. It will serve as a guide to maximizing the City's existing parking resources and as a means to assure cost effective solutions for access, which includes new parking supply and transportation demand management programs and strategies.

This parking management plan defines the intended use and purpose of the parking system; manages the supply and enforces the parking policies; monitors the use and responds to changes in demand; and, maintains the intended function of the overall system.

In addition, the City of Redmond is striving to promote growth that fits into the future vision of *The Redmond Comprehensive Plan* and is consistent with future transportation goals. In light of these issues, the parking management plan is intended to promote sustainable economic vitality through sound parking management for customers and visitors to Downtown, while also providing a framework that is supportive of other alternative mode programs for access.

This plan has been developed to build upon guiding principles and operating strategies that are based on the fundamental values and objectives for Downtown Redmond. The parking management strategies were identified to optimize the use of existing parking in Downtown Redmond. These strategies include policy, zone specific and on-going area wide strategy recommendations. The success of the plan is dependent upon its adoption, including the guiding principles and recommended operating strategies. Adoption of the plan will be essential to implementation.

It is apparent that as Downtown Redmond grows, so too will demand for parking. New development, a faster pace of trip growth, losses of current parking supply on surface lots, parking and transportation demand management programs and/or other events can work to accelerate or moderate the need for new parking supply. Similarly, the City's development vision for the area targets a much higher mode split for employees using alternative modes, leading to a situation where the current maximum parking requirement may need to be adjusted downward to a level more commensurate with desired levels of employee parking demand, creating a need for a separate and dedicated supply of parking for visitor use.

In summary, the plan developed through this process recognizes the importance of parking and access in the success of downtown's economic development future. The plan and its associated strategies provide a context from which coordinated and strategic parking management can begin.

APPENDIX A

Attachment A
Parking Technology Options

Electronic parking fee payment systems can provide benefits to parking facility operators, simplify payment for customers, and reduce congestion at entrances and exits to parking facilities. These payment systems can be enabled by any of a variety of technologies including magnetic stripe cards, debit/credit cards, smart cards, in-vehicle transponders, or vehicle-mounted bar codes.

Managing Parking-

Meter: Pay Station

1. *Pay and Display Smart Meters:* Similar to the meters in downtown Seattle, these stations allow the user to pay for an unspecified parking space for a period of time using coins, debit/credit and/or smart card. After the ticket is printed, the user displays the ticket on their window.

    - Need to specify a length of time
    - Does not specify the specific parking stall
    - Users need to return to their car to display the ticket
    - Enforcement is necessary

2. *Pay by Space Smart Meters*: After parking, the user would tell the pay station which stall they are occupying and for what length of time. A receipt is printed but it is not necessary to return to the car to display a ticket. As with the pay and display format, the customer can use coins, debit/credit and/or smart cards.

    - Need to specify a length of time
    - Need to specify specific parking stall
    - No ticket display necessary
    - Enforcement is necessary

Central Pay Station

3. *Central Pay Station:* Similar to systems at SeaTac and Portland, Oregon airports. Allows user to pay upon exit in attended or unattended facility, thereby eliminating need for user to "time" trips and use. . User pulls a ticket upon entry to the facility, returns after trip and inserts ticket at the Central Pay Station before returning to car. The pay station calculates cost and user pays using bills, coins and/or cards. User then proceeds to exit and inserts "validated" ticket into reader to activate exit gate.

Entry and Exit Units for Central Pay Station and Barrier Gate System

4. *Gated System*: A traditional parking system with entry "spitters" that dispense tickets and provide attended booths upon exit. Gate stations can slow down the entry and exit time of vehicles (the egress and flushing of the cars). For this system, there is an entry gate for ticket collection and an exit gate with an employee collection system. This does allow the users to pay only the time they are parking at the lot.

Attendant booth and entry gate ticket spitter

Standard Meter

5. T*raditional Parking Meter System*: This would place single head or dual head meters in parking stalls throughout and on-street area, a lot or facility. Meter time lengths could be varied (i.e., 2, 4, 10 hrs) or standardized (i.e., 10 hrs) to accommodate users. Standard parking meters are low cost, but generally do not come with the ability to use credit/debit or smart cards. This makes them less appropriate in applications where the cost of parking is high, thus requiring a lot of coins.

- Requires enforcement

6. *Honor box*: A traditional system employed on unattended surface parking lots (and some garages). Generally limited to flat rate (all day) transactions and the acceptance of bills and/or checks.

- Requires enforcement
- System most prone to theft and vandalism

Honor box system

Parking Technology Costs –

Equipment Type	Approximate Unit Cost
Pay and Display Smart Meter	$7,500
Pay by Space Smart Meter	$8,500
Central Pay Station	$35,000 - $55,000
Central Pay Station Entry/Exit Units	$10,000 - $19,000 per unit
Barrier gates	$2,200 - $3,000
Booth	$5,000 - $10,000
Entry ticket spitter	$7,500 - $10,000
Fee computer – required for booth system	$5,000 - $15,000
Standard parking meter	$500 - $750 per meter head
Honor box	$1,500 - $2,500

Parking Pay Stations Research

Find below a sample listing of parking equipment vendors. This list is in no way exhaustive of all equipment providers, nor is it an endorsement of any particular brand of equipment. The purpose is to provide an initial basis of information for further consideration and research.

2005 Parking Buyer's Guide - Pay-On-Foot and Central Pay Stations
Website address: http://www.parking.org/bguide/main.asp?cat=42

(1) PARKEON

Parkeon
40 Twosome Drive
Unit 7
Moorestown, NJ 08057
856-334-8000 - Fax 856-234-7178
Toll-Free 800-732-6868
http://www.parkeon.com

Varioflex® Advanced Parking Revenue Control Solutions
The state of the art Varioflex® Pay-on-foot system from Parkeon provides advanced functionality in a stylish and secure housing. Accepting all common means of payment the Varioflex® Paystation is designed with ease of use in mind. With a focus on maintainability, the Varioflex® allows easy access to all major components. The Varioflex® range is completed with intelligent ticket spitters, gates, manual pay stations and a fully integrated central management server.

(2) Scheidt and Bachmann

Scheidt and Bachmann USA, Inc.
31 North Avenue
Burlington, MA 01803
781-272-1664 - Fax 781-272-1654
http://www.scheidt-bachmann.de/

AUTOMATIC PAY STATION
The Scheidt & Bachmann Automatic Pay Station offers complete cash management in an automated payment process application. Using the same type of technology employed in ATM's, the Pay Station provides 24 hour operation. Payment can be in the form of cash, coins, credit cards, value cards, and discount coupons. Change is available as cash, coin, or a combination of both. The color graphical display offers user-friendly prompts in multiple languages helping the customer throughout the entire payment process.

(3) Cale Parking Systems

Cale Parking Systems USA, Inc.
21925 US Highway 19 North
Clearwater, FL 34698
727-724-1800 - Fax 727-724-1828
http://www.calesystems.com/

MULTI-SPACE PARKING SYSTEMS
Cale offers state of the art Multispace Parking Systems for both on and off-street applications. The meter accepts multiple forms of payment; coin, bill, credit, debit and smart cards. The meters have optional power sources; solar, A/C and battery. Cale also offers a powerful wireless data management back-office system that will allow effective management of your parking program. Creative financing, lease purchase, transaction based programs are available.

(4) Amano

Amano Cincinnati, Inc.
140 Harrison Avenue
Roseland, NJ 07068-1239
973-403-1900 - Fax 973-364-1091
Toll-Free 800-526-2559
http://www.amano.com/

AMANO AGP-7800 SERIES AUTOMATIC PAY STATION
The Amano AGP-7800 pay station may be placed strategically to optimize resources, reduce pollution, and speed parking patrons through your facility. Includes ergonomic, customer-friendly, compact size, modular design, easy-to-read 15-in. flat panel display, and an intuitive lighted guidance system. ADA/ANSI compliant, the AGP-7800 accepts notes, coins, credit card, and validation coupons. The AGP-7800 can operate both standalone or on-line to create a complete management system.

More Information on Pay Stations

AGP-7800 Four Page Brochure - http://www.amano.com/Literature/Products/AGP78004pgs.pdf

AGP-7800 Sell Sheet - http://www.amano.com/Literature/Products/7800330.pdf